



FISCAL YEAR 2007 ANNUAL REPORT

*“Opening Doors and Creating Opportunities
for Minority-and Women Owned Businesses.”*



Deval L. Patrick
Governor

Timothy P. Murray
Lieutenant Governor

Leslie A. Kirwan
Secretary for Administration and Finance

Ellen Bickelman
State Purchasing Agent

Monserate Quiñones
Executive Director
Affirmative Market Program

FISCAL YEAR 2007 AFFIRMATIVE MARKET PROGRAM ANNUAL REPORT

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THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT

STATE HOUSE BOSTON, MA 02133

(617) 725-4000

DEVAL L. PATRICK
GOVERNOR

TIMOTHY P. MURRAY
LIEUTENANT GOVERNOR

May 2008

Dear Friends:

I am pleased to highlight the many successes of the Affirmative Market Program (AMP) in public contracting for fiscal year 2007. This report includes all executive branch departments and authorities that participate in the Affirmative Market Program throughout the Commonwealth and provides a brief narrative of their progress. As you are aware, the Affirmative Market Program has provided opportunities for minority- and women-owned businesses and the entrepreneurs to achieve successful participation in the state contracting system. We have made great advances in the elimination of barriers, thereby encouraging businesses to grow through state contracting.

The Affirmative Market Program has tracked the spending of participating state entities with certified Minority and Women Business Enterprises and reports an increase in final expenditures from the previous fiscal year. The AMP reports a \$62,416,526 increase or 15% growth for contracting in goods and services in combined spending with M/WBES, from \$426,256,135 in fiscal year 2006 to \$488,672,661 in fiscal year 2007.

My Administration is dedicated to ensuring that all state agencies implement the mission and objectives of the Affirmative Market Program by applying initiatives that allow for economic opportunities and business development, which ultimately diversify our workforce. We will continue to seek business partnerships for every citizen throughout the Commonwealth of Massachusetts.

Sincerely,

A handwritten signature in black ink, appearing to read "Deval Patrick", written in a cursive style.



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

STATE HOUSE ROOM 373
BOSTON, MA 02133

DEVAL PATRICK
GOVERNOR

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LIEUTENANT GOVERNOR

LESLIE KIRWAN
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May 9, 2008

To: Members of the General Court, Cabinet Secretaries, Agency Heads, Affirmative Market Program Coordinators and Purchasing Agents

It is with great pleasure that I present to you our annual Affirmative Market Program (AMP) report for Fiscal Year 2007, highlighting the program's accomplishments in promoting the advancement of Minority and Women Business Enterprises (M/WBEs) in public contracting. This is the 17th year of the AMP, which continues to make progress in fostering a diverse labor force and economic opportunity in the Commonwealth. Promoting access and opportunity in state contracting is a core mission for the Patrick-Murray Administration, carried out in part through continued commitment to the goals and objectives of Executive Order 390. This report illustrates many of our efforts and successes this past year.

I am especially delighted to note that in FY07 the statewide MBE expenditures in the area of goods and services totaled \$205,159,006, an increase of \$14,521,568 or 8% over the prior fiscal year. In addition, WBE expenditures on goods and services reached a remarkable total of \$283,513,655, an increase of \$47,894,958 or 20% above the prior year. The interaction and relationships between department coordinators and certified M/WBE vendors are key to these amazing results.

There is more work to be done, and we will work hard to expand on these successes and to reach even higher milestones. As we continue to address the fiscal challenges that lie ahead, we will move forward resolutely with initiatives to address the business concerns of the AMP and its participants, the small, minority and women business communities. The AMP and its objectives have become part of the infrastructure of doing business with state entities and assuring equal access to the opportunities that the Commonwealth has to offer. As we view the national economic trends with concern for what may lie ahead for our state economy, these commitments are more important than ever.

Congratulations to the Coordinators and Executive Director Monsi Quinones on a job well done, and best wishes for new achievements to come.

Sincerely,

A handwritten signature in black ink that reads "Leslie A. Kirwan". The signature is fluid and cursive, with a long horizontal line extending from the end.

Leslie A. Kirwan
Secretary



The Commonwealth of Massachusetts
Executive Office for Administration and Finance
Operational Services Division
One Ashburton Place, Boston, MA 02108-1552



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Deval Patrick
Governor

Leslie Kirwan
Secretary

Timothy Murray
Lieutenant Governor

Ellen Bickelman
State Purchasing Agent

TO: Monserrate Quinones, Executive Director
Affirmative Market Program

FROM: Ellen Bickelman, State Purchasing Agent

DATE: May 2008

RE: Affirmative Market Program

FY 2007 was one of the most successful and productive years for the Affirmative Market Program as a result of the hard work, commitment and innovation of AMP staff, AMP department coordinators and the AMP Business Advisory Board. The Administration and the Legislature continued its strong support of Executive Order # 390 through appropriating funding over the past two years for the AMP and that funding has translated into increases in outreach and training opportunities for certified minority and women owned businesses.

In fiscal year 2007, the combined total of M/WBE statewide expenditures for Goods and Services was \$488,672,661, which represents an increase of \$62,416,526 or 15% over FY 2006 statewide spending. This is a positive indicator that departments continue to be cognizant of their responsibilities under Executive Order #390 and are contracting with certified minority and women owned companies to meet their commodity and service needs whenever possible. Some additional accomplishments:

- FY 2007 MBE commodities & services expenditures totaled \$205,159,006 which represents an 8% increase over FY 2006.
- FY 2007 WBE commodities & services expenditures totaled \$283,513,655 which represents a 20% increase over FY 2006.
- FY 2007 M/WBE subcontracting participation totaled \$37,486,493 which represents a 55% increase over FY 2006.
- In FY 2007, there were 241 certified M/WBEs reported as subcontractors on department contracts, and 67 certified M/WBES reported as subcontractors on statewide contracts for a combined total of 308 certified M/WBE subcontractors. This is an increase of 153 subcontractors or 89% over the total number of certified M/WBEs reported as subcontractors in FY 2006. The increase in sub-contracting is a direct result of the AMP Plan that is required in all statewide and large department specific procurements for goods and services.
- New training opportunities are now offered including a) AMP Basic Vendor Training, b) AMP Intermediate Vendor Training, c) AMP Workshops for Department Coordinators and, d) How to Submit an Effective AMP Plan e) Advanced Board led Business to Business Training.
- AMP is providing technical assistance and outreach to municipalities interested in learning about the program and expanding city and town contracting opportunities to minority and women owned businesses.
- The AMP Business Advisory Board continued its focus on Outreach and Education, meeting with members of the Administration, the Legislature (both House and Senate) and Community Leaders to explain the importance of the AMP and request their support of the program.

I would like to acknowledge the hard work of the department AMP coordinators who, along with the tireless efforts of Monserrate Quinones, the AMP Executive Director and AMP staff, have accomplished so much this past year. A special thanks to Ellen Phillips, Deputy State Purchasing Agent and OSD's Procurement Directors, Procurement Managers and support staff whose help and endorsement make the continued growth and success of the AMP Program possible.

I look forward to another successful year of increased opportunities for certified minority and women owned businesses and to working with you and the AMP Coordinators in FY 2007.



The Commonwealth of Massachusetts
Executive Office for Administration and Finance
Operational Services Division
One Ashburton Place, Boston, MA 02108-1552



Deval Patrick
Governor

Timothy Murray
Lieutenant Governor

<http://www.mass.gov/osd>
Leslie Kirwan
Secretary
Ellen Bickelman
State Purchasing Agent

To: All Executive Branch Department Heads, Affirmative Market Program Coordinators and Minority & Women-Owned Businesses

From: Monserrate Quinones, Executive Director, Affirmative Market Program (AMP)

Date: May 2008

I am pleased to outline in this annual report another banner year for the Commonwealth's Affirmative Market Program (AMP) and its stakeholders including departments, municipalities, contractors, and Minority & Women-Owned Business Enterprises (M/WBEs). The entire AMP community should be proud of our collaborative efforts and milestones reached in fiscal year 2007. AMP's mission is to create opportunities for public access to M/WBEs in public contracting. One way in which we have managed to meet our mission is by working with the State Purchasing Agent in establishing procurement policies to facilitate opportunities and participation for M/WBEs.

Moreover, this is the first fiscal year in which the program has been fully funded making it possible to hire a Deputy Director and a Business Coordinator. The increased staffing has allowed us to succeed in our efforts to support minority and women business entrepreneurs and offer many new services for technical assistance and educational programs for vendors and departments.

We witnessed extraordinary accomplishments this year. We surpassed our program goals by the tenacity and commitment of all AMP participants both internal and external. These accomplishments are evident by the significant increases of both the number of certified vendors participating as prime contractors, subcontractors and ancillary partners as well as the increases in expenditures by executive branch departments and independent authorities committed to doing business with M/WBEs and in meeting their fiscal year benchmarks. I am very pleased to share with you achieved outcomes.

AMP Department MBE Expenditure Data: FY07

- ❖ The FY07 MBE Statewide Discretionary Budget for AMP participating state entities was \$4,104,235,551; MBE spending of \$205,159,006 represents 5% of this total.
- ❖ 51 of 81 Departments or 63% met MBE Goods and Services spending benchmarks for FY07.
- ❖ The FY07 MBE spending for Goods and Services total \$205,159,006 and is a \$ 14,521,568 increase or 8% above FY06 totals.
- ❖ The FY07 MBE Construction & Design Expenditures totaled \$68,445,103, is an increase of \$7,301,513 or 11.9% over FY06 totals.

AMP Department WBE Expenditure Data: FY07

- ❖ The FY07 WBE Statewide Discretionary budget for AMP participating state entities was \$4,104,235,551; WBE spending of \$283,513,655 represents 7% of this total in Goods and Services.
- ❖ 63 of 81 Departments or 77% met WBE Goods and Services spending benchmarks for FY07.
- ❖ The FY07 WBE spending for Goods and Services totaled \$283,513,655 is a \$47,894,958 or 20% increase over the FY06 spending of \$235,618,697.

AMP Subcontracting Expenditure Data: FY07

- ❖ FY07 M/WBE subcontracting participation totaled \$37,486,493 which represents a 55% increase over FY06.

Thank you for another successful year. I look forward to our continued collaboration in FY08.



To: Monserrate Quinones, Executive Director, Affirmative Market Program

From: Janet Santa Anna, Business Advisory Board Member

Date: May 2008

I am pleased to submit the following remarks on behalf of the Affirmative Market Program's (AMP) Business Advisory Board (BAB) to include in the FY07 Annual Report. This year we have decided to share what drives our key initiatives and the importance of collaboration. Keep in mind that our focus is always on how we can help the AMP expand opportunities for women and minority owned businesses within the Commonwealth's procurement system.

There are several factors that drive the key initiatives of the Business Advisory Board year after year. In FY07 and every year, input from AMP Coordinators and Department Heads provides us with critical information about what works and what doesn't work when implementing AMP plans in their work environments. Ongoing dialogue with OSD helps us address the challenges and changes within the Commonwealth's procurement system. Additionally, our Legislators continued to remind us of the importance of providing updates to their offices about the achievements and challenges of the AMP and why our work is so important.

As a result, the BAB is engaged in ongoing outreach to the Legislature and we are committed to hold an Annual Legislative Breakfast at the State House. In FY07, we added an annual meeting to include Department Heads along with AMP Coordinators to share their views. OSD staff continued to play an active role in the AMP's mission. OSD staff attended several of our meetings and provided trainings and support to the AMP and the BAB.

But, let's not forget, there is another group that drives our initiatives. That is...the entire State Certified Minority and Women Owned Business Community. Every minority and women business owner gets up everyday just like every member of the BAB trying to grow and run successful businesses in Massachusetts. The important question they ask is, "Can I do business with the Commonwealth of Massachusetts?" Many of them know that the Commonwealth spends over 7 billion dollars a year on goods, services and construction. So the question is "What is stopping me from doing business with the Commonwealth?"

The BAB is committed to working with Monsi and her staff to help answer these questions. We will continue to reach out to the minority and women owned business community to gather their input. We know that we must understand the challenges, barriers and opportunities of the Minority and Women Owned Business community and small businesses in order to expand business opportunities with the Commonwealth of Massachusetts and beyond. We must work together to create solutions and broaden opportunities and as members of the BAB we must do our best to represent all MWBE's.

Affirmative Market Program



Monserate Quiñones
Executive Director

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EXECUTIVE SUMMARY

INTRODUCTION AND SUMMARY OF FINDINGS

The FY07 Affirmative Market Program Annual Report highlights the Commonwealth's procurement activity with SOMWBA certified Minority-and Women Business Enterprises (M/WBEs) from July 1, 2006 through June 30, 2007.

One of the major functions of the AMP is its enforcement of *Executive Order 390* (see Appendix A). In this capacity the AMP is responsible for tracking participating AMP department procurement expenditures in the areas of goods, services, construction and design with certified M/WBEs. One of the integral components and quantitative tools the AMP Executive Director uses each fiscal year to monitor department performance and participation with M/WBEs is an established benchmarking process. Each participating AMP department/authority establishes a separate dollar benchmark at the beginning of each fiscal year individually for MBEs and WBEs. These dollar benchmarks allow the AMP executive director, coordinators, and their respective departments to track expenditure achievements at the end of the given fiscal year.

It is important to note that expenditures tracked and reported in the statewide totals as highlighted in the FY07 Annual Report are state dollars only. Agencies that include federal dollars as part of their overall budget and have spent federal dollars with M/W/DBEs have the opportunity to include such information as part of their Secretariat Narratives; however those expenditures are not reflected in our totals. The participating Secretary or Department Head submits the Secretariat Narratives you will find throughout the FY07 Report to the AMP executive director. These narratives provide further detail and information in relation to the final M/WBE expenditures and benchmark achievement for their respective agencies under the Secretariat umbrella. Often times, the expenditures reported to the AMP, cannot fully reflect the concerted effort or the commitment of its staff to our M/WBE community and our program. In certain instances, a department's inability to meet its M/WBE benchmarks can be attributed to several outside factors. Below, we have cited just a few examples:

- A certified vendor is up for re-certification; however the vendor opts not to submit the required documentation, therefore losing its M/WBE status. The vendor may continue doing business with the Commonwealth; however the AMP can no longer track those expenditures, as they do not account for AMP spending.
- In the middle of a fiscal year a certified vendor is purchased by a non-minority and/or woman-owned entity. The new ownership of the business has to be at least 51% minority or woman owned, otherwise it does not meet the certification criteria.
- A certified vendor decides to no longer be in business.

These are just a few examples of the challenges that some of our participating state entities may face during the fiscal year in relation to meeting their established MBE and WBE spending benchmarks. The AMP Executive Director continues to assist department coordinators overcome these and other challenges via some of the following methods:

- Helping to increase M/WBE vendor pools
- Assisting with economic development strategies and/or activities
- Developing contracting policies and procedures that maximize M/WBE access
- Educating prime contractors on the importance of the AMP and the development of subcontracting relationships and partnerships with M/WBEs.

The contents of the FY07 Affirmative Market Program Annual Report provides further insight and information into each Secretariat's unique procurement needs and relationships with M/WBEs. Additionally, benchmark achievement information for individual departments represented by the Secretariat is also reported in detail.

The following table highlights those Secretariats whose combined department totals met or exceeded their Secretariat M/WBE Benchmarks for FY07.

FY07 Secretariat AMP Benchmark Achievement

| Secretariat | MBE Benchmark | WBE Benchmark |
|---|----------------------|----------------------|
| Executive Office of the Governor | + | + |
| Executive Office for Administration & Finance | + | + |
| Executive Office of Environmental Affairs | | + |
| Executive Office of Health & Human Services | + | + |
| Executive Office of Public Safety & Homeland Security | + | + |
| Executive Office of Transportation | | + |
| Massachusetts Turnpike Authority | | + |
| Executive Office of Economic Development | + | + |
| Department of Education | | + |
| Executive Office of Housing & Community Development | + | + |
| MassHousing | | + |

+ *met or exceeded benchmark*

MINORITY BUSINESS ENTERPRISE FISCAL YEAR 2007 HIGHLIGHTS

| | FY05 | FY06 | FY07 |
|------------------|----------------------|----------------------|----------------------|
| GOODS & SERVICES | \$187,437,980 | \$190,637,438 | \$205,159,006 |
| CONSTRUCTION | \$52,696,616 | \$57,017,800 | \$65,314,717 |
| DESIGN | \$5,416,714 | \$4,125,790 | \$3,130,386 |
| TOTAL | \$245,551,310 | \$251,781,028 | \$273,604,109 |

- The AMP reports that for Fiscal Year 2007 **MBE** expenditures in Goods, Services, and Construction & Design contracting totaled \$273,604,108 and represents 6.7% of statewide department's discretionary budgets of \$4,104,235,551.
- The FY07 MBE spending for Goods and Services total \$205,159,006 is a \$ 14,521,568 increase or 8% above FY06 totals.
- The FY07 MBE Construction and Design expenditures total \$68,445,103 an increase of \$7,301,513 or 12% over FY06 totals.
- The FY07 MBE Statewide Discretionary Budget for AMP participating state entities was \$4,104,235,551; MBE spending of \$205,159,006 represents 5% of this total.
- 51 of 81 Departments or 63% met MBE Goods and Services benchmarks for FY07.

We are excited to note that there were significant MBE Expenditure increases for several Secretariats in FY07. Here are just a few examples:

- The Executive Office Health and Human Services Secretarial FY07 MBE expenditures of \$151,626,010 account for 74% of the total statewide MBE expenditures of \$205,159,006.
- The Executive Office of Public Safety & Homeland Security increased its FY07 MBE expenditures by 33%, from \$2,229,448 in FY06, to \$6,714,894 in FY07.
- The Department of Elder Affairs increased its MBE spending by 16% in FY07, from \$21,612,796 in FY06 to \$25,708,852 in FY07.
- The Department of Transitional Assistance FY07 MBE expenditures of \$14,858,634 in FY06 account for a 6% increase over its FY06 MBE expenditures of \$13,963,940.
- The Bureau of State Office Buildings expended 13% of its discretionary budget on MBE Goods and Services.
- In FY07, Department of Business and Technology agencies exceeded MBE benchmarks by 400%, primarily due to a competitive grant program from the Office of Small Business and Entrepreneurship which provided 4 MBE non-profit organizations with a total of \$274,615 in including technical assistance grants.
- The Department of Early Education and Care spent \$33,140,120 with MBEs in FY07 increasing \$5,132,452 or 18% in FY07 over the \$28,007,668 spent in FY06.

- In Fiscal Year 2007, the Department of Education succeeded in exceeding its' benchmark of \$1,663,094 with expenditures totaling \$1,879,850, an increase of 12%, going to MBE certified vendors.
- The Public Employee Retirement Administration Commission was very successful with Minority Business spending for FY07 and exceeded their MBE benchmark by \$166,994.
- The Executive Office of Housing and Economic Development exceeded its FY07 benchmarks for MBE expenditures by 74.7%.
- The Department of Public Health exceeded its MBE benchmark for FY07 by \$3,208,127.
- The Department of Social Services exceeded its FY07 MBE benchmark by \$1,146,040 or 4.4%.
- The Division of Health Care Finance and Policy exceeded the FY 07 MBE benchmark; HCF increased MBE spending from \$41,440 in FY 06 to \$61,537 in FY 07.
- The State Reclamation Board (SRB) exceeded its fiscal year 2007 MBE benchmark target of \$18,302 by over ten percent. The fiscal year 2007 MBE expenditures were the second highest amount for SRB in the past decade.
- 6 out of 11 Secretariats or 55% met MBE Goods and Services benchmarks for FY07.

WOMEN BUSINESS ENTERPRISE FISCAL YEAR 2007 HIGHLIGHTS

| | FY05 | FY06 | FY07 |
|------------------|----------------------|----------------------|----------------------|
| GOODS & SERVICES | \$204,234,687 | \$235,618,697 | \$283,513,655 |
| CONSTRUCTION | \$54,421,041 | \$62,822,394 | \$50,930,696 |
| DESIGN | \$1,308,183 | \$2,314,915 | \$1,311,626 |
| TOTAL | \$259,963,911 | \$300,756,006 | \$335,755,977 |

- The AMP reports that for Fiscal Year 2007 **WBE** expenditures in Goods, Services, and Construction & Design contracting totaled \$ \$335,755,977 and represents 8.18% of statewide department's discretionary budgets of \$4,104,235,551.
- The FY07 WBE spending for Goods and Services total \$283,513,655 and is a \$47,894,958 or 20% increase over the FY06 Spending of \$235,618,697.
- The FY07 WBE statewide discretionary budget for AMP participating state entities was \$4,104,235,551; WBE spending of \$283,513,655 represents 7% of this total in Goods and Services.
- 63 of 81 Departments or 77% met WBE Goods and Services benchmarks for FY07.
- The Massachusetts Office on Disability is proud to report that its FY07 WBE benchmark was exceeded by an amazing 330%.

- The Department of Mental Health WBE spending for FY2007 was their highest in the last four years, and increased by nearly \$2.5 million over the previous fiscal year. Total FY2007 WBE spending throughout the Department was \$37,487,563; exceeding their benchmark by \$3,119,995.
- The Massachusetts Department of Agricultural Resources exceeded its FY07 WBE benchmark target of \$50,000 by over 246%. The fiscal year 2007 WBE expended amount was the second highest total for DAR in the past decade. FY07 WBE expenditures of \$123,091 were nearly 244% greater than FY06. It is also the third year in a row of annual growth above 200%.
- In FY07 The Department of Elder Affairs exceeded its WBE benchmark of \$7.5 million by \$6.5 million or 85%.
- The Department of Youth Services exceeded their FY07 WBE benchmark of \$4,074,257 by \$1,042,704 or 20%, increasing its WBE spending to \$5,116,960.
- The Division of Health Care Finance and Policy almost double its spending with WBE vendors from \$197,625 in FY06 to \$339,206 in FY07.
- The Massachusetts Turnpike Authority increased its expenditures 21% in FY07, going from \$3,457,090 in FY06 to \$4,207,986 in FY07.
- The Information Technology Division benchmark of \$2,536,326 for FY 2007 WBE spending was exceeded by \$222,642 for a total WBE spending of \$2,758,968.
- In Fiscal Year 2007, the Department of Education succeeded in exceeding its benchmark of \$1,434,740 with expenditures totaling \$2,949,090, an increase of 105%.
- The Department of Early Education and Care exceeded its WBE benchmark by over \$12.4 million in FY07.

We are excited to note the following FY07 accomplishments of our Secretariats with WBEs. Here are a few examples:

- 11 out of 11 Secretariats or 100% met WBE Goods and Services benchmarks for FY07.
- The Executive Office Health and Human Services (EOHHS) FY06 WBE expenditures of \$223,917,122 account for 79% of the total statewide WBE expenditures of \$283,513,655.

FISCAL YEAR 2007 AFFIRMATIVE MARKET PROGRAM HIGHLIGHTS

The Affirmative Market Program's seventh year at the Operational Services Division has been a great success. Initiatives led by the AMP Business Advisory Board are major accomplishments to mention including the Business to Business Mentoring initiative, the Outreach Initiative, and the Department Benchmark Assistance initiative. The mentoring initiative started in FY04 and thus far has assisted nearly 120 minority- and women-owned businesses with providing support in the area of technical assistance, marketing approaches, and the state bidding process to name some. The AMP Board's mission to assist

and support departments and their coordinators with outreach to the certified business community has allowed for the continued growth in spending on a statewide level.

The Following Departments Increased and Exceeded Fiscal Year 07 Benchmarks:

MBE & WBE BENCHMARKS

- Bureau of State Office Buildings
- Department of Agricultural Resources
- Department of Elder Services
- Department of Fish and Game
- Department of Mental Retardation
- Department of Public Health
- Department of Social Services
- Department of Transitional Assistance
- Disabled Persons Protection Commission
- Executive Office of Environmental Affairs
- Executive Office of Transportation and Construction
- Mass. Rehabilitation Commission
- Massachusetts Commission Against Discrimination
- Operational Services Division
- Registry of Motor Vehicles
- State Reclamation Board

MBE BENCHMARKS

- Mass. Office for Refugees and Immigrants

WBE BENCHMARKS

- Department of Youth Services
- Division of Health Care Finance and Policy
- Executive Office of Health and Human Services
- Mass. Commission for the Blind
- Soldier's Home in Massachusetts
- Department of Public Safety
- Merit Rating Board
- Massachusetts Highway Department
- Massachusetts Turnpike Authority
- Department of Industrial Accidents

The Following Departments Met Fiscal Year 07 Benchmarks (Based on their 2-yr. Average Spend)

MBE & WBE BENCHMARKS

- Department of Housing and Community Development
- Department of Telecommunications and Energy
- Division of Capital Asset Management and Maintenance
- Division of Energy Resources
- Division of Insurance
- Division of Standards
- Environmental Protection
- Group Insurance Commission
- Information Technology Division
- Public Employee Retirement Adm. Comm.

MBE BENCHMARKS

Department of Business and Technology
Department of State Police
George Fingold Library
Merit Rating Board
Military Division
Office of Consumer Affairs and Business Regulation

WBE BENCHMARKS

Criminal Justice Training Council/Municipal Police Training Committee
Department of Corrections
Department of Mental Health
Department Workforce Development (includes DUA, DCS and DAT)
Division of Banks
Division of Professional Licensure
Joint Labor Management Committee
Labor Relations Commission
Massachusetts Development Disabilities Council
Massachusetts Office of Disability
MassHousing
Military Division

FISCAL YEAR 2005-2007

HISTORICAL SPENDING TREND BY SECRETARIAT

GOODS & SERVICES

The following table highlights those Secretariats whose combined department totals met or exceeded their Secretariat M/WBE Benchmarks for FY05 through FY07.

FY05-07 Secretariat AMP Historical Benchmark Achievement

| Secretariat | MBE Benchmark | WBE Benchmark |
|---|---------------|---------------|
| Executive Office of the Governor | + | |
| Executive Office for Administration & Finance | + | + |
| Executive Office of Environmental Affairs | | + |
| Executive Office of Health & Human Services | | + |
| Executive Office of Public Safety | | + |
| Executive Office of Transportation & Construction | | + |
| Massachusetts Turnpike Authority | | |
| Executive Office of Economic Development | + | |
| Department of Education | | |
| Executive Office of Housing & Community Development | | |
| Masshousing | | |

+ *met or exceeded benchmark*

The Following Departments Increased and Exceeded Fiscal Year Benchmarks for FY05 – FY07:

MBE BENCHMARKS

Bureau of State Office Buildings

The Following Departments Met Fiscal Year Benchmarks for FY05 – FY07 (Based on their 2-yr. Average Spend)

MBE BENCHMARKS

Merit Rating Board

WBE BENCHMARKS

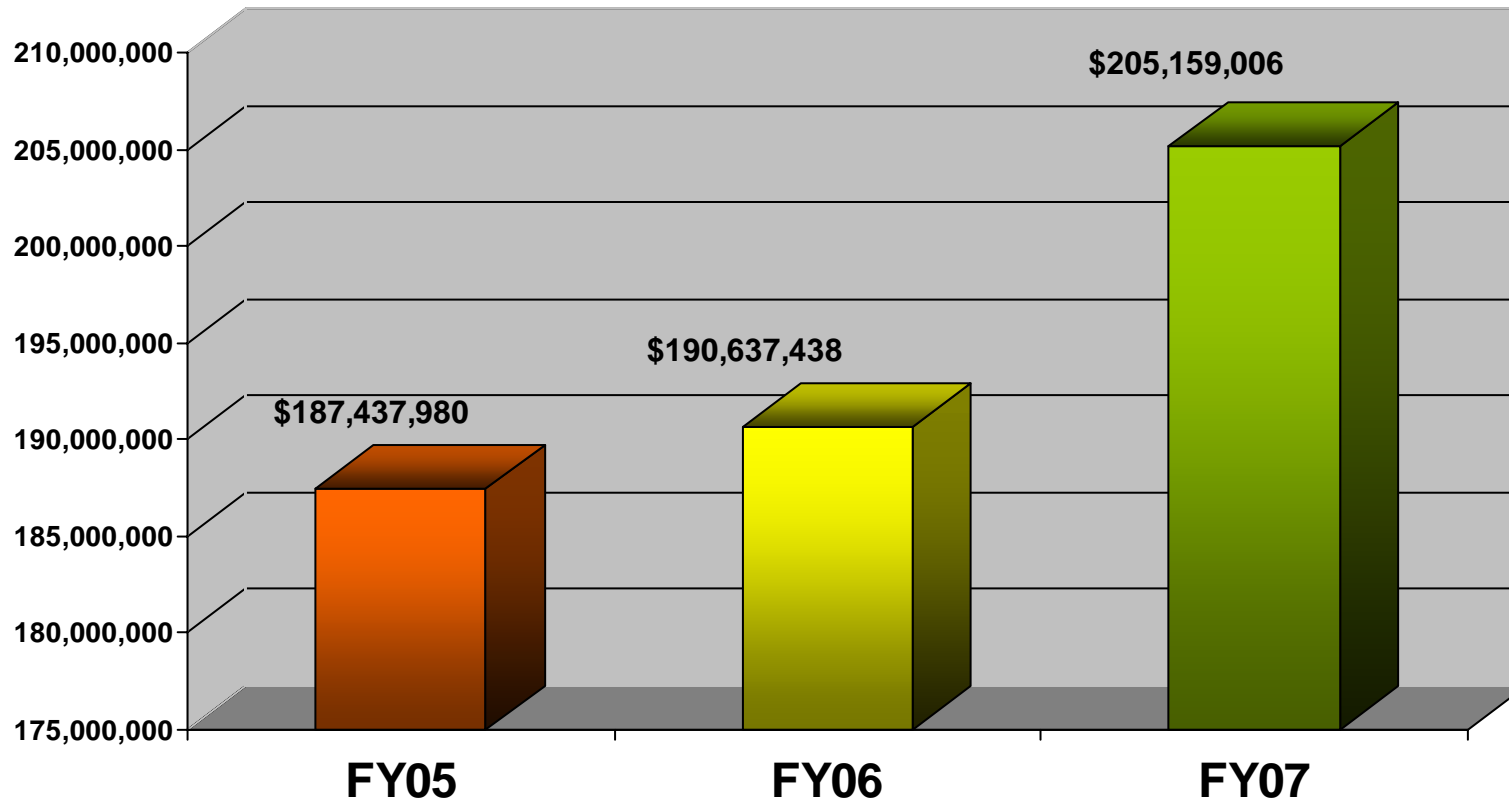
Criminal Justice Training Council/Municipal Police Training Committee
Massachusetts Office of Disability

**HISTORICAL SPENDING TREND
GOODS & SERVICES
FY05-FY07**

| MINORITY BUSINESS ENTERPRISES STATEWIDE EXPENDITURES | | | |
|---|----------------------|----------------------|----------------------|
| | FY05 | FY06 | FY07 |
| Office of the Governor | \$79,607 | \$85,740 | \$57,929 |
| Executive Office for Administration & Finance | \$4,972,304 | \$5,252,842 | \$5,440,431 |
| Executive Office of Environmental Affairs | \$3,322,363 | \$4,302,969 | \$2,198,918 |
| Executive Office of Health and Human Services | \$168,423,206 | \$139,413,985 | \$151,626,010 |
| Executive Office of Public Safety | \$5,365,150 | \$7,396,116 | \$6,714,894 |
| Executive Office of Transportation and Construction (EOTC) | \$761,141 | \$1,042,881 | \$989,152 |
| Massachusetts Turnpike Authority | \$292,543 | \$658,467 | \$576,244 |
| Executive Office of Economic Development | \$1,798,094 | \$1,884,938 | \$1,915,298 |
| Department of Education | \$1,463,440 | \$29,712,025 | \$35,019,970 |
| Executive Office of Housing and Community Development | \$51,997 | \$47,633 | \$52,616 |
| MassHousing | \$908,135 | \$839,842 | \$567,544 |
| STATEWIDE TOTAL | \$187,437,980 | \$190,637,438 | \$205,159,006 |

**HISTORICAL SPENDING TREND
GOODS & SERVICES
FY05-FY07**

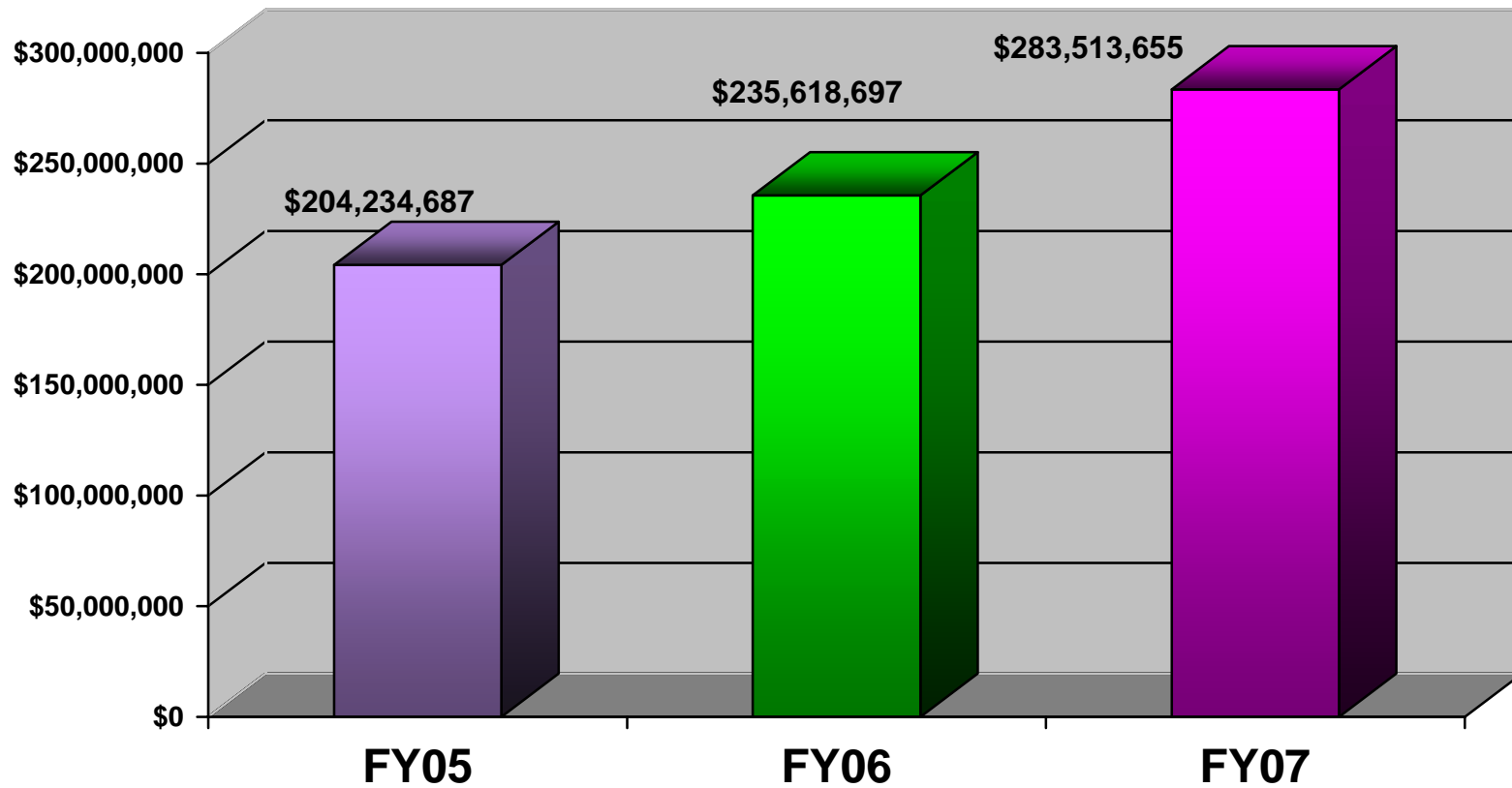
**3 Year AMP Statewide Trend
MBE Goods and Services Statewide Expenditures**



**HISTORICAL SPENDING TREND
GOODS & SERVICES
FY05-FY07**

| WOMEN BUSINESS ENTERPRISES STATEWIDE EXPENDITURES | | | |
|--|----------------------|----------------------|----------------------|
| | FY05 | FY06 | FY07 |
| Office of the Governor | \$67,172 | \$35,418 | \$31,885 |
| Executive Office for Administration & Finance | \$5,959,731 | \$9,501,503 | \$9,091,838 |
| Executive Office of Environmental Affairs | \$3,850,729 | \$5,187,255 | \$4,844,348 |
| Executive Office of Health and Human Services | \$182,602,202 | \$184,967,186 | \$223,917,122 |
| Executive Office of Public Safety | \$5,147,453 | \$5,713,506 | \$5,677,467 |
| Executive Office of Transportation and Construction | \$736,910 | \$3,397,513 | \$6,028,998 |
| Mass Turnpike Authority (MTA) | \$360,951 | \$3,457,090 | \$4,207,986 |
| Executive Office of Economic Development | \$626,254 | \$3,555,348 | \$4,479,208 |
| Department of Education | \$3,527,625 | \$19,207,095 | \$24,353,791 |
| Executive Office of Housing and Community Development | \$932,049 | \$348,239 | \$416,051 |
| MassHousing | \$423,611 | \$266,765 | \$464,961 |
| STATEWIDE TOTAL | \$204,234,687 | \$235,618,697 | \$283,513,655 |

3 Year AMP Statewide Trend WBE Goods & Services Statewide Expenditures



FISCAL YEAR 2005-2007

HISTORICAL SPENDING TREND

CONSTRUCTION & DESIGN

SUMMARY OF MBE EXPENDITURES & AWARDS

Historical Spending Trend for Construction and Design Expenditures Minority Business Enterprise

Division of Capital Asset Management and Maintenance

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|------------|--------------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 171,123,218 | 13,192,422 | 7.71% | 18,241,786 | 1,761,896 | 9.66% |
| FY06 | 217,663,634 | 19,014,432 | 8.74% | 21,299,287 | 1,984,641 | 9.32% |
| FY07 | 199,456,713 | 16,042,057 | 8.04% | 15,174,823 | 1,040,218 | 6.85% |

Executive Office of Housing and Community Development

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|-----------|--------------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 38,246,403 | 4,589,568 | 12.00% | 6,226,158 | 1,432,016 | 23% |
| FY06 | 38,153,144 | 5,973,071 | 15.66% | 1,799,402 | 42,250 | 2.35% |
| FY07 | 45,340,140 | 5,808,594 | 12.81% | 7,380,953 | 111,618 | 1.51% |

MassHousing

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|------|--------------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 104,124,197 | 26,822,597 | 25.76% | 0 | 0 | |
| FY06 | 121,466,326 | 22,552,823 | 18.57% | 0 | 0 | |
| FY07 | 204,220,486 | 32,082,779 | 15.75% | N/A | N/A | N/A |

Massachusetts Highway Department

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|------------|--------------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 461,807,957 | 6,049,383 | 1.13% | 13,156,743 | 2,200,898 | 16.73% |
| FY06 | 350,834,572 | 7,763,229 | 2.21% | 41,037,364 | 2,098,900 | 5.11% |
| FY07 | 249,473,152 | 9,501,195 | 3.81% | 26,899,627 | 1,978,549 | 7.36% |

Massachusetts Turnpike Authority

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|--------|--------------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 2,949,715 | 2,042,646 | 69.25% | 21,904 | 21,904 | 100% |
| FY06 | 23,479,215 | 1,714,244 | 7.3% | 55,162 | 0 | 0% |
| FY07 | 17,464,361 | 1,880,092 | 10.77% | 13,513 | 0 | 0% |

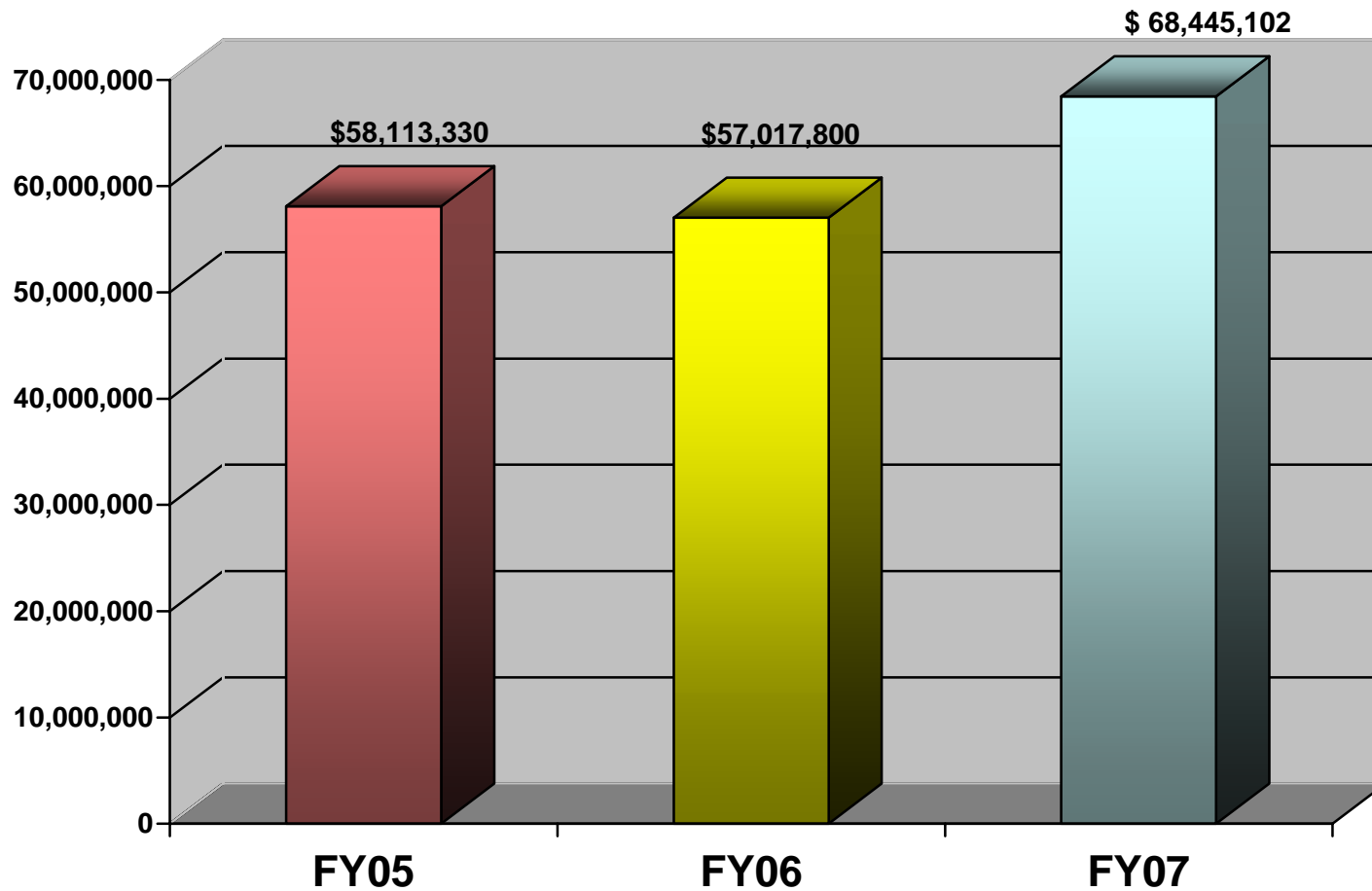
Combined Statewide Summary

Includes:

- Division of Capital Asset Management and Maintenance
- Executive Office of Housing and Community Development
- Massachusetts Highway Department
- Massachusetts Turnpike Authority
- MassHousing

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|--------------|--------------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 778,251,490 | 52,696,616 | 6.77% | 37,646,591 | 5,416,714 | 14.39% |
| FY06 | 751,596,892 | 57,017,800 | 7.59% | \$64,191,215 | \$4,125,790 | 6.43% |
| FY07 | 715,954,852 | 65,314,717 | 9.12% | 49,468,916 | 3,130,385 | 6.33% |

3 Year AMP Statewide Trend MBE Construction and Design Statewide Expenditures



Historical Spending Trend for Construction and Design Awards Minority Business Enterprise

Division of Capital Asset Management and Maintenance

| | | CONSTRUCTION | | | DESIGN | |
|------|-------------|---------------|----------|------------|-----------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 165,985,079 | 18,922,299.01 | 11.40% | 8,993,582 | 622,647 | 6.92% |
| FY06 | 127,847,438 | 9,629,819 | 7.53% | 15,735,385 | 1,433,639 | 9.11% |
| FY07 | 56,538,506 | 3,145,532 | 5.56% | 18,510,005 | 2,034,423 | 10.99% |

Executive Office of Housing and Community Development

| | | CONSTRUCTION | | | DESIGN | |
|------|------------|--------------|----------|-----------|-----------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 42,962,725 | 6,719,565 | 15.64% | 2,716,928 | 445,000 | 16.38% |
| FY06 | 11,214,182 | 1,564,806 | 13.95% | 1,799,402 | 35,884 | 1.99% |
| FY07 | 33,084,572 | 4,264,559 | 12.89% | 3,744,660 | 478,235 | 12.77% |

Masshousing

| | | CONSTRUCTION | | | DESIGN | |
|------|-------------|--------------|----------|------|--------------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Awards | Awards | Attained | | Expenditures | Attained |
| FY05 | 152,944,867 | 42,380,306 | 27.71% | N/A | N/A | N/A |
| FY06 | 191,907,620 | 36,058,706 | 18.79% | N/A | N/A | N/A |
| FY07 | 250,668,535 | 50,461,832 | 20.13% | N/A | N/A | N/A |

Massachusetts Highway Department

| | | CONSTRUCTION | | | DESIGN | |
|------|------------|--------------|----------|------------|-----------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 87,852,970 | 6,734,578 | 7.67% | 27,404,463 | 1,335,000 | 4.87% |
| FY06 | 79,617,000 | 9,422,441 | 11.83% | 16,594,800 | 825,000 | 4.97% |
| FY07 | 54,919,968 | 7,064,105 | 12.68% | 25,134,000 | 1,278,630 | 5.09% |

Massachusetts Turnpike Authority

| | | CONSTRUCTION | | | DESIGN | |
|------|------------|--------------|----------|------|-----------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 2,357,018 | 1,995,013 | 84.64% | 0 | 0 | N/A |
| FY06 | 15,171,524 | 437,340 | 2.88% | 0 | 0 | N/A |
| FY07 | 20,524,742 | 6,349,766 | 30.94% | 0 | 0 | N/A |

Combined Statewide Summary

Includes:

Division of Capital Asset Management and Maintenance
Executive Office of Housing and Community Development
Massachusetts Highway Department
Massachusetts Turnpike Authority
Masshousing

| | | CONSTRUCTION | | | DESIGN | |
|------|-------------|--------------|----------|------------|-----------|----------|
| | Total | Total MBE | MBE % | Base | Total MBE | MBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 452,102,659 | 76,668,776 | 11.40% | 39,114,973 | 2,402,647 | 6.14% |
| FY06 | 425,757,764 | 57,113,112 | 13.41% | 34,129,587 | 2,294,523 | 6.72% |
| FY07 | 415,736,323 | 71,285,794 | 17.15% | 47,388,665 | 3,791,288 | 8.00% |

FISCAL YEAR 2005-2007

HISTORICAL SPENDING TREND

CONSTRUCTION & DESIGN

SUMMARY OF WBE EXPENDITURES & AWARDS

Historical Spending Trend for Construction and Design Expenditures Women Business Enterprise

Division of Capital Asset Management and Maintenance

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|------------|--------------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 171,123,218 | 13,304,680 | 16.96% | 18,241,786 | 829,480 | 4.55% |
| FY06 | 217,663,634 | 15,575,235 | 7.16% | 21,299,287 | 1,724,343 | 8.10% |
| FY07 | 199,456,713 | 16,788,900 | 8.42% | 15,174,823 | 772,350 | 5.09% |

Executive Office of Housing and Community Development

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|-----------|--------------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 38,246,403 | 2,870,175 | 7.50% | 6,226,158 | 252,046 | 4.05% |
| FY06 | 38,153,144 | 1,860,746 | 4.88% | 1,799,402 | 470,385 | 26.14% |
| FY07 | 45,340,140 | 2,353,123 | 5.19% | 7,380,953 | 434,066 | 5.88% |

MassHousing

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|------|--------------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 104,124,197 | 11,464,720 | 11.01% | N/A | N/A | N/A |
| FY06 | 121,466,326 | 17,723,301 | 14.59% | N/A | N/A | N/A |
| FY07 | 204,220,486 | 29,356,557 | 14.37% | N/A | N/A | N/A |

Massachusetts Highway Department

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|------------|--------------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 461,807,957 | 25,874,397 | 5.60% | 13,156,743 | 226,657 | 1.72% |
| FY06 | 350,834,572 | 27,083,687 | 7.72% | 41,037,364 | 119,462 | 0.29% |
| FY07 | 249,473,152 | 1,978,549 | .79% | 26,899,627 | 105,210 | .39% |

Mass Turnpike Authority

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|--------|--------------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 2,949,715 | 907,069 | 30.75% | 21,904 | 0 | 0% |
| FY06 | 23,479,216 | 579,425 | 2.47% | 55,162 | 726.00 | 1.32% |
| FY07 | 17,464,361 | 453,567 | | 13,513 | 0 | 0% |

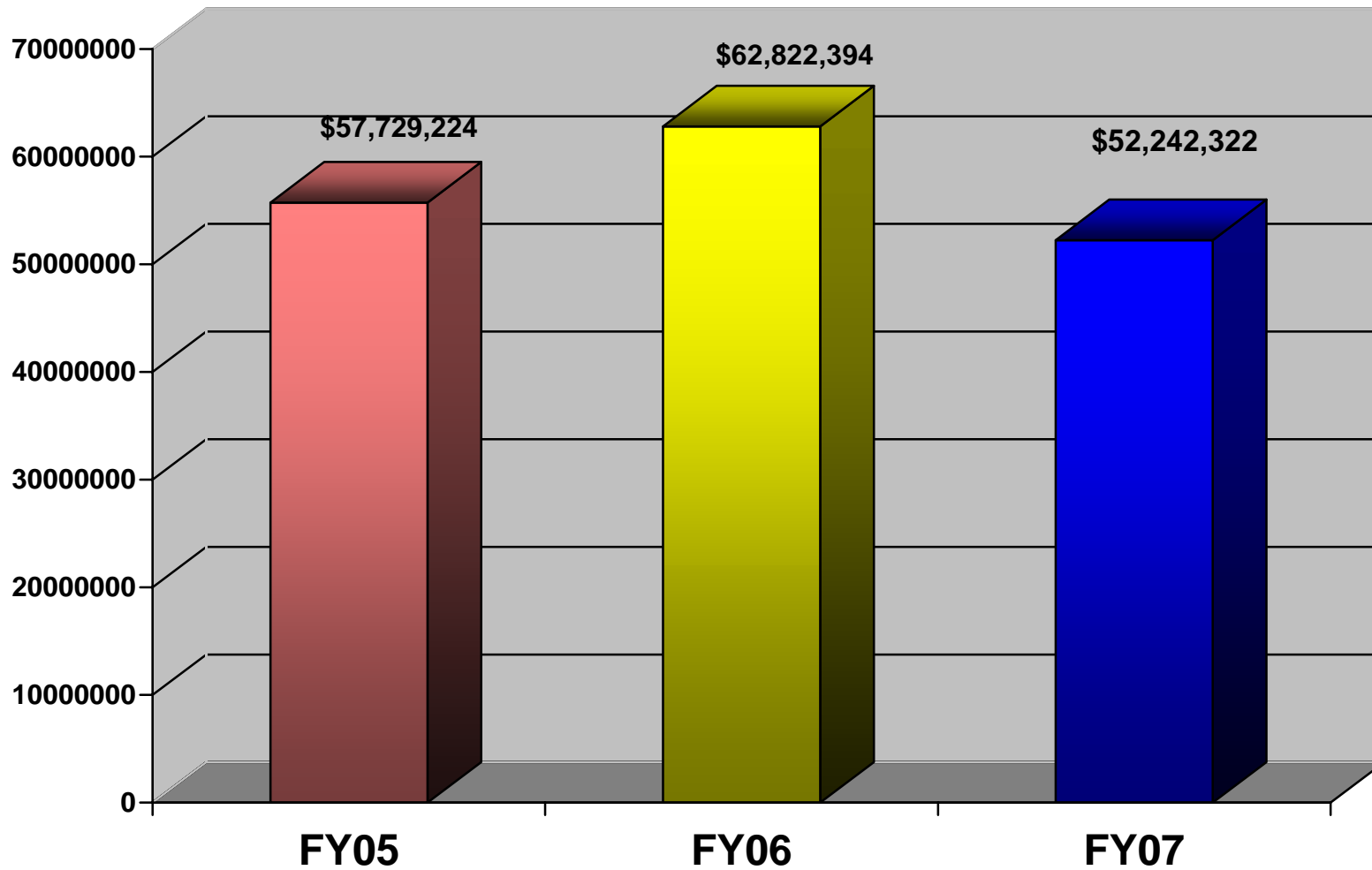
Combined Statewide Summary

Includes:

- Division of Capital Asset Management and Maintenance
- Executive Office of Housing and Community Development
- Massachusetts Highway Department
- Massachusetts Turnpike Authority
- MassHousing

| | | CONSTRUCTION | | | DESIGN | |
|------|--------------|--------------|----------|------------|--------------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Expenditures | Expenditures | Attained | | Expenditures | Attained |
| FY05 | 778,251,490 | 54,421,041 | 6.99% | 37,646,591 | 1,308,183 | 3.47% |
| FY06 | 751,596,892 | 62,822,394 | 8.36% | 64,191,215 | 2,314,915 | 3.61% |
| FY07 | 715,954,852 | 50,930,696 | 7.11% | 49,468,916 | 1,311,626 | 2.65% |

3 Year AMP Statewide Trend WBE Construction and Design Statewide Expenditures



Historical Spending Trend for Construction and Design Awards Women Business Enterprise

Division of Capital Asset Management and Maintenance

| | | CONSTRUCTION | | | DESIGN | |
|------|-------------|--------------|----------|------------|-----------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 165,985,079 | 8,496,517 | 18.90% | 8,993,582 | 837,703 | 9.31% |
| FY06 | 127,847,438 | 8,292,813 | 6.49% | 15,735,385 | 431,220 | 2.74% |
| FY07 | 56,538,506 | 1,476,468 | 2.61% | 18,510,005 | 852,377 | 4.60% |

Executive Office of Housing and Community Development

| | | CONSTRUCTION | | | DESIGN | |
|------|------------|--------------|----------|-----------|-----------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 42,962,725 | 231,415 | .54% | 2,716,928 | 669,500 | 24.64% |
| FY06 | 11,214,182 | 1,469,878 | 13.11% | 1,799,402 | 476,751 | 26.49% |
| FY07 | 33,084,572 | 9,255,961 | 27.98% | 3,744,660 | 346,723 | 9.26% |

MassHousing

| | | CONSTRUCTION | | | DESIGN | |
|------|-------------|--------------|----------|------|-----------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 152,944,867 | 18,294,397 | 11.96% | N/A | N/A | N/A |
| FY06 | 191,907,620 | 29,834,868 | 15.55% | N/A | N/A | N/A |
| FY07 | 250,668,535 | 40,333,840 | 16.09% | N/A | N/A | N/A |

Massachusetts Highway Department

| | | CONSTRUCTION | | | DESIGN | |
|------|------------|--------------|----------|------------|-----------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 87,852,970 | 2,687,864 | 3.06% | 27,404,463 | 725,000 | 2.65% |
| FY06 | 79,617,000 | 2,923,152 | 3.67% | 16,594,800 | 1,367,000 | 8.24% |
| FY07 | 54,919,968 | 878,264 | 1.60% | 25,134,000 | 1,281,370 | 5.10% |

Mass Turnpike Authority

| | | CONSTRUCTION | | | DESIGN | |
|------|---------------|--------------|----------|------|-----------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 2,357,018 | 362,005 | 15.36% | 0 | 0 | N/A |
| FY06 | 15,171,524.30 | 1,298,102.43 | 8.56% | 0 | 0 | N/A |
| FY07 | 20,524,742.00 | 543,150 | 2.65% | 0 | 0 | N/A |

Combined Statewide Summary

Includes:

Division of Capital Asset Management and Maintenance
Executive Office of Housing and Community Development
Massachusetts Highway Department
Massachusetts Turnpike Authority
MassHousing

| | | CONSTRUCTION | | | DESIGN | |
|------|-------------|--------------|----------|------------|-----------|----------|
| | Total | Total WBE | WBE % | Base | Total WBE | WBE % |
| | Awards | Awards | Attained | | Awards | Attained |
| FY05 | 452,102,659 | 30,072,198 | 5.12% | 39,114,973 | 2,232,203 | 5.71% |
| FY06 | 425,757,764 | 43,818,814 | 10.29% | 34,129,587 | 2,274,971 | 6.67% |
| FY07 | 415,736,323 | 52,487,682 | 12.63% | 47,388,665 | 2,480,470 | 5.23% |

FISCAL YEAR 2007

STATEWIDE EXPENDITURE SUMMARY

**GOODS
&
SERVICES**

**MINORITY BUSINESS ENTERPRISES
&
WOMEN BUSINESS ENTERPRISES**

FY07 MBE Final Numbers Minority Business Enterprise Goods & Services

FY07 SECRETARIAT STATEWIDE BENCHMARKS

| FY07 STATEWIDE BENCHMARKS | FY07 Disc. Base | 2 Yr (05/06) Average | FY07 Proj. Incr | FY07 MBE Benchmark | Final Expenditures | Sub-Contractor Payments | Total FY07 Expenditures | Variance |
|---|------------------------|----------------------|--------------------|----------------------|----------------------|-------------------------|-------------------------|---------------------|
| Executive Office of the Governor | \$149,756 | \$82,674 | (\$25,000) | \$57,674 | \$57,929 | \$0 | \$57,929 | \$256 |
| Executive Office for Administration & Finance | \$123,846,979 | \$5,112,573 | (\$1,970,753) | \$3,141,820 | \$4,335,033 | \$1,105,398 | \$5,440,431 | \$2,298,611 |
| Executive Office of Environmental Affairs | \$205,180,804 | \$3,812,666 | \$141,326 | \$3,953,992 | \$1,348,436 | \$850,482 | \$2,198,918 | (\$1,755,074) |
| Executive Office of Health & Human Services | \$3,067,646,491 | \$134,541,240 | \$3,594,985 | \$138,136,225 | \$143,605,341 | \$8,020,669 | \$151,626,010 | \$13,489,785 |
| Executive Office of Public Safety | \$265,050,435 | \$6,380,633 | (\$313,784) | \$6,066,849 | \$4,479,149 | \$2,235,745 | \$6,714,894 | \$648,045 |
| Executive Office of Transportation and Construction | \$59,872,361 | \$997,076 | \$7,751 | \$1,004,827 | \$886,019 | \$103,133 | \$989,152 | (\$15,675) |
| Massachusetts Turnpike Authority | \$40,500,000 | \$475,505 | \$179,939 | \$655,444 | \$576,244 | \$0 | \$576,244 | (\$79,200) |
| Executive Office of Economic Development | \$50,573,274 | \$1,841,517 | \$10,423 | \$1,851,940 | \$1,779,574 | \$135,724 | \$1,915,298 | \$63,359 |
| Department of Education | \$277,674,069 | \$34,965,089 | \$1,080,631 | \$36,045,720 | \$30,938,914 | \$4,081,056 | \$35,019,970 | (\$1,025,750) |
| Executive Office of Housing and Community Development | \$3,050,893 | \$49,815 | \$0 | \$49,815 | \$52,398 | \$218 | \$52,616 | \$2,801 |
| MassHousing | \$10,690,489 | \$873,989 | \$0 | \$873,989 | \$553,045 | \$14,499 | \$567,544 | (\$306,445) |
| TOTAL | \$4,104,235,551 | \$189,132,775 | \$2,705,518 | \$191,838,293 | \$188,612,082 | \$16,546,924 | \$205,159,006 | \$13,320,713 |

FY07 WBE Final Numbers Women Business Enterprise Goods & Services

FY07 SECRETARIAT STATEWIDE BENCHMARKS

| | FY07 Disc. Base | 2Yr (05/06) Average | FY07 Proj. Incr | FY07 WBE Benchmark | Final Expenditures | Sub-Contractor Payments | Total FY07 Expenditures | Variance |
|---|------------------------|------------------------|--------------------|-----------------------|-----------------------|----------------------------|----------------------------|---------------------|
| Executive Office of the Governor | \$149,756 | \$51,295 | (\$25,000) | \$26,295 | \$31,885 | \$0 | \$31,885 | \$5,590 |
| Executive Office for Administration & Finance | \$123,846,979 | \$7,730,617 | (\$1,293,309) | \$6,437,308 | \$7,689,547 | \$1,402,291 | \$9,091,838 | \$2,654,530 |
| Executive Office of Environmental Affairs | \$205,180,804 | \$4,518,993 | \$197,509 | \$4,716,502 | \$4,719,098 | \$125,250 | \$4,844,348 | \$127,847 |
| Executive Office of Health & Human Services | \$3,067,646,491 | \$170,528,444 | \$6,288,670 | \$176,817,114 | \$207,671,547 | \$16,245,575 | \$223,917,122 | \$47,100,008 |
| Executive Office of Public Safety | \$265,050,435 | \$5,430,480 | (\$211,317) | \$5,219,163 | \$5,101,172 | \$576,295 | \$5,677,467 | \$458,305 |
| Executive Office of Transportation and Construction | \$59,872,361 | \$2,473,384 | (\$31,227) | \$2,442,157 | \$5,924,280 | \$104,718 | \$6,028,998 | \$3,586,842 |
| Massachusetts Turnpike Authority | \$40,500,000 | \$2,041,672 | \$772,603 | \$2,814,275 | \$4,207,986 | \$0 | \$4,207,986 | \$1,393,711 |
| Executive Office of Economic Development | \$50,573,274 | \$3,541,487 | (\$63,461) | \$3,478,026 | \$4,122,441 | \$356,767 | \$4,479,208 | \$1,001,183 |
| Department of Education | \$277,674,069 | \$10,108,078 | \$330,571 | \$10,438,649 | \$22,496,533 | \$1,857,258 | \$24,353,791 | \$13,915,142 |
| Executive Office of Housing and Community Development | \$3,050,893 | \$385,925 | \$0 | \$385,925 | \$415,824 | \$227 | \$416,051 | \$30,126 |
| MassHousing | \$10,690,489 | \$313,858 | \$0 | \$313,858 | \$193,773 | \$271,188 | \$464,961 | \$151,103 |
| TOTAL | \$4,104,235,551 | \$207,124,231 | \$5,965,039 | \$213,089,270 | \$262,574,086 | \$20,939,569 | \$283,513,655 | \$70,424,385 |

FISCAL YEAR 2007

STATEWIDE SUMMARY

M/WBE Subcontracting On Statewide Contracts

FY07 Statewide Contract M/WBE Subcontracting Participation

| Name of Contract | RFR # | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals |
|--------------------------|--------|-----------------------------|-----------------------------|---------------------------------------|------------|------------|
| IT Hardware and Services | ITC16A | N | Y | System Software Support | | \$ 33,379 |
| IT Hardware and Services | ITC16A | N | Y | Maestri Consultants | | \$ 2,345 |
| IT Hardware and Services | ITC16A | N | Y | C T S | | \$ 875 |
| IT Hardware and Services | ITC16A | Y | N | PJ Systems (HiQ Computers) | \$ 766,629 | |
| IT Hardware and Services | ITC16A | Y | N | Terminal Exchange | \$ 28,154 | |
| IT Hardware and Services | ITC16A | Y | N | Main Board Computer | \$ 10,800 | |
| IT Hardware and Services | ITC16A | N | Y | Granite City Supply | | \$ 11,635 |
| ITS23StaffAugCat1 | ITS23 | N | Y | KAM Associates | | \$ 88,730 |
| ITS23StaffAugCat1 | ITS23 | Y | N | The Boston Group | \$ 74,690 | |
| ITS23StaffAugCat1 | ITS23 | Y | N | The Boston Group | \$ 14,022 | |
| ITS23SolutionProv | ITS23 | Y | Y | Indosoft | \$ 87,570 | \$ 87,570 |
| ITS23SolutionProv | ITS23 | Y | Y | Syneren Technologies Corporation | \$ 19,950 | \$ 19,950 |
| ITS23SolutionProv | ITS23 | Y | N | Xperttech | \$ 123,600 | |
| ITS23SolutionProv | ITS23 | N | Y | Eliassen | | \$ 72,214 |
| ITS23SolutionProv | ITS23 | N | Y | GO Consulting Services | | \$ 18,400 |
| ITS23StaffAugCat2 | ITS23 | N | Y | All Starr Staffing-Andover Services | | \$ 42,910 |
| ITS23StaffAugCat2 | ITS23 | N | Y | All Starr Staffing-Andover Services | | \$ 59,750 |
| ITS23StaffAugCat2 | ITS23 | N | Y | All Starr Staffing-Andover Services | | \$ 31,301 |
| ITS23StaffAugCat2 | ITS23 | N | Y | All Starr Staffing-Andover Services | | \$ 58,895 |
| ITS23StaffAugCat2 | ITS23 | Y | N | The Boston Group | \$ 42,716 | |
| ITS23StaffAugCat2 | ITS23 | Y | N | The Boston Group | \$ 25,132 | |
| ITS23SolutionProv | ITS23 | N | Y | Eliassen Group | | \$ 429,366 |
| ITS23SolutionProv | ITS23 | N | Y | Eliassen Group | | \$ 350,957 |
| Training Service | PRF29 | N | Y | Karen Murphy d.b.a. Murphy Associates | | \$ 83,000 |
| Training Service | PRF29 | N | Y | Debora Bloom Associates | | \$ 1,855 |
| Training Service | PRF29 | N | Y | Office Directions | | \$ 75,725 |
| Training Service | PRF 29 | N | Y | Cheryl Harris and Doris Roach | | \$ 8,874 |
| Training Service | PRF 29 | N | Y | Deborah Reidy | | \$ 10,657 |

FY07 Department Contract M/WBE Subcontracting Tracking

| Name of Contract | RFR # | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals |
|--|--------|-----------------------------|-----------------------------|-----------------------------|------------|------------|
| Training Services | PRF-29 | N | Y | Quabbin Mediation | | \$ 7,290 |
| Prime Grocer | GRO14 | N | Y | Anne's Boston Brownies | | \$ 1,396 |
| Prime Grocer | GRO14 | N | Y | Cape Cod Stuffed Quahog Co. | | \$ 122 |
| Prime Grocer | GRO14 | N | Y | Censea Inc. | | \$ 2,193 |
| Prime Grocer | GRO14 | N | Y | CSV Sales/Culinary | | \$ 60,431 |
| Prime Grocer | GRO14 | N | Y | Dimitria Delights | | \$ 1,258 |
| Prime Grocer | GRO14 | Y | Y | Harbar Corp. | \$ 63 | \$ 63 |
| Prime Grocer | GRO14 | Y | Y | John Keebler Co. | \$ 34 | \$ 34 |
| Prime Grocer | GRO14 | N | Y | MR Enterprises | | \$ 4,388 |
| Prime Grocer | GRO14 | N | Y | Mediterranean Delights | | \$ 1,130 |
| Prime Grocer | GRO14 | N | Y | Michael's Cookies | | \$ 47 |
| Prime Grocer | GRO14 | Y | N | Oasis Foods | \$ 9,651 | |
| Prime Grocer | GRO14 | N | Y | Parkway/Tryson | | \$ 2,570 |
| Prime Grocer | GRO14 | N | Y | Pearlco | | \$ 1,112 |
| Prime Grocer | GRO14 | N | Y | Sentinel Foods | | \$ 79,116 |
| Prime Grocer | GRO14 | N | Y | Specialty Windsor | | \$ 87,353 |
| Prime Grocer | GRO14 | N | Y | Sweet Treat | | \$ 6,774 |
| Prime Grocer | GRO14 | Y | Y | Westnet | \$ 330 | \$ 330 |
| Marketing, etc. | PRF26 | N | Y | Summit Press | | \$ 49,085 |
| Marketing, etc. | PRF26 | Y | Y | New England Office Supply | \$ 339 | \$ 339 |
| Marketing, etc. | PRF26 | N | Y | Corbett and Lalli | | \$ 57,813 |
| Marketing, etc. | PRF26 | Y | N | ARGUS Communications | \$ 5,400 | |
| Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services | OFF16 | Y | Y | CAM Office Services, Inc. | \$ 357,155 | \$ 357,155 |
| Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services | OFF16 | Y | Y | CAM Office Services, Inc. | \$ 44,000 | \$ 44,000 |
| Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services | OFF16 | Y | Y | CAM Office Services, Inc. | \$ 21,909 | \$ 21,910 |

| Name of Contract | RFR # | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals |
|--|-------|-----------------------------|-----------------------------|---------------------------|---------------------|---------------------|
| Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services | OFF16 | N | Y | Nelson Copy | | \$ 60,957 |
| Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services | OFF16 | Y | Y | CAM Office Services, Inc. | \$ 93,853 | \$ 93,853 |
| Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services | OFF16 | Y | N | GA Blanco | \$ 132,441 | |
| Office Supplies, Recycled Paper and Envelopes | OFF19 | Y | Y | New England Office Supply | \$ 469 | \$ 469 |
| Office Supplies, Recycled Paper and Envelopes | OFF19 | Y | Y | New England Office Supply | \$ 1,657 | \$ 1,657 |
| Office Supplies, Recycled Paper and Envelopes | OFF19 | N | Y | Xpressman Courier | | \$ 21,190 |
| Office Supplies, Recycled Paper and Envelopes | OFF19 | N | Y | ABC Specialtees | | \$ 2,661 |
| Office Supplies, Recycled Paper and Envelopes | OFF19 | N | Y | Prime Cleaning | | \$ 15,772 |
| Office Supplies, Recycled Paper and Envelopes | OFF19 | N | Y | Ladybug Pest Control | | \$ 894 |
| Office Supplies, Recycled Paper and Envelopes | OFF19 | Y | Y | New England Office Supply | \$ 10,701 | \$ 10,701 |
| Office Supplies, Recycled Paper and Envelopes | OFF19 | N | Y | Prism Consulting | | \$ 213,498 |
| OFF15 OFFSET PRINTING, COPYING AND MAILING SERVICES | OFF15 | N | Y | Eastern Litho Products | | \$ 29,855 |
| OFF15 OFFSET PRINTING, COPYING AND MAILING SERVICES | OFF15 | Y | Y | CAM Office Services, Inc. | \$ 6,776 | \$ 6,776 |
| OFF15 OFFSET PRINTING, COPYING AND MAILING SERVICES | OFF15 | N | Y | Eastern Litho Products | | \$ 7,960 |
| PBX Systems and Maintenance | ITT11 | No | Yes | Accuvoice, Inc. | | \$ 931,087 |
| TOTALS | | | | | \$ 1,878,041 | \$ 3,671,625 |

FISCAL YEAR 2007

STATEWIDE SUMMARY

M/WBE Subcontracting On Department Contracts

FY07 Department Contract M/WBE Subcontracting Tracking

| Agency | AMP Coord-inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|--------------------------|------------------|-----------------------------|-----------------------------|---------------------------|-------------|--------------|----------------|----------------|
| DMH | Constance Woodbury (DMH) | | N | Y | Arbor Associates | \$ - | \$ 28,767.00 | | |
| DMH | Constance Woodbury (DMH) | | Y | N | A & K Consulting | \$ 215.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | A & K Consulting | \$ 933.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | A & K Consulting | \$ 389.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | A & K Consulting, Inc. | \$ 93.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | A & K Consulting, Inc., | \$ 256.00 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Acoustek, Inc. | | \$ 84,550.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | All Star Temps | | \$ 2,171.25 | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Alpha Identifaction, Inc. | \$ 430.00 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Arbor Associated | | \$ 5,976.00 | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Arbor Associates | \$ 7,652.00 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Arbor Associates | | \$ 1,425.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Arbor Associates | | \$ 73,398.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Arbor Associates | | \$ 21,357.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Arbor Associates | | \$ 52,514.00 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|--------------------------|------------------|--------------------------------------|--------------------------------------|--|--------------|---------------|----------------|----------------|
| DMH | Constance Woodbury (DMH) | | Y | N | Boston Home Health Services, Inc. | \$ 10,992.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | CAM Office Services | \$ 1,235.43 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Coghlin Electrical Contractors | | \$ 133,586.15 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Community Program Innovations | | \$ 3,650.00 | | |
| DMH | Constance Woodbury (DMH) | | | | Dewey Service Corporation | \$ 1,666.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Duraclean Services | \$ 384.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Duraclean Services | \$ 1,452.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Duraclean Services | \$ 3,236.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Duraclean Services | \$ 1,100.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Duraclean Services | \$ 1,218.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Essex Newbury NO Contracting Corp. | \$ 22,410.00 | | | |
| DMH | Constance Woodbury (DMH) | | Y | | G.A. Blanco & Sons, Inc. | \$ 266.28 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Goss Associates | | \$ 2,000.00 | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Great Brook Valley Health Servs., Inc. | \$ 26,196.00 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Hartling Communications | | \$ 391.90 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | John Leonard | | \$ 1,901.00 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|--------------------------|------------------|--------------------------------------|--------------------------------------|---|---------------|---------------|----------------|----------------|
| DMH | Constance Woodbury (DMH) | | N | Y | Krokidas & Bluestein | | \$ 5,676.38 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Multicultural Neurobehavioral Rehab Center | | \$ 197,368.38 | | |
| DMH | Constance Woodbury (DMH) | | | Y | Myra Distributing Inc., Nitir luk & Auto Labricants, 04-3208417 | | \$ 2,183.90 | | |
| DMH | Constance Woodbury (DMH) | | Y | Y | NEOS New England Office Supply | \$ 172,244.87 | \$ 172,244.87 | | |
| DMH | Constance Woodbury (DMH) | | Y | N | New England Office Supplies | \$ 5,592.00 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | New England Office Supply | | \$ 3,500.00 | | |
| DMH | Constance Woodbury (DMH) | | y | y | New England Office Supply, Inc | \$ 940.35 | \$ 940.35 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | New England Office Supply, Inc | \$ 2,080.00 | \$ 2,080.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Northeast Communications | | \$ 15,000.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Rehabilitative Resources, Inc. | | \$ 82.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Rehabilitative Resources, Inc. | | \$ 24.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Rehabilitative Resources, Inc. | | \$ 126.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Rehabilitative Resources, Inc. | | \$ 148.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Rehabilitative Resources, Inc. | | \$ 97.00 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | RPB Service & Systems | | \$ 50,648.55 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|--------------------------|---------------------|--------------------------------------|--------------------------------------|---|-----------------|---------------|----------------|----------------|
| DMH | Constance Woodbury (DMH) | | Y | N | Septic Service | \$ 1,500.00 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | TLO Janitorial, Supply & Service, Inc. | | \$ 15,349.25 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Tobin Moving & Sons | | \$ 15,133.00 | | |
| DMH | Constance Woodbury (DMH) | | Y | N | Bimsha Corporation | \$ 36,010.04 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Commonwealth Office Products | | \$ 5,136.01 | | |
| DMH | Constance Woodbury (DMH) | | N | Y | Dolphin Resource Group | | \$ 63,000.00 | | |
| DMH | Constance Woodbury (DMH) | | Y | N | G.A. Blanco & Sons, Inc. | \$ 22,363.00 | | | |
| DMH | Georgette Tanner (DMH) | Kulburne School | | N | Copy Masters | \$ 1,161.00 | | | |
| DMH | Constance Woodbury (DMH) | | N | Y | | | \$ 814.36 | \$ 322,014.97 | \$ 961,239.35 |
| BSB | Patrick S. Reed (BSB) | BSB-Cleaning - 06 | Y | Y | Long Bay Service | \$ 541,419.41 | \$ 541,419.41 | | |
| BSB | Patrick S. Reed (BSB) | BSB-Mechanical -07 | Y | N | DoneRight Services | \$ 59,546.88 | | | |
| BSB | Patrick S. Reed (BSB) | BSB-Mechanical -07 | Y | Y | International Marketing Management Inc. | \$ 23,211.80 | \$ 23,211.80 | | |
| | | | | | | | | \$ 624,178.09 | \$ 564,631.21 |
| DOC | Sandra Genoa (DOC) | Correctional Health | Sub-MBE | | Great Brook Valley | \$ 74,344.74 | | | |
| DOC | Sandra Genoa (DOC) | Correctional Health | Sub-MBE | | T & H Services | \$ 1,213,454.00 | | | |
| DOC | Sandra Genoa (DOC) | Correctional Health | Sub-MBE | | Westnet | \$ 22,167.22 | | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|-------------|--------------------------|----------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------|-----------------|--------------------|-----------------|
| DOC | Sandra Genoa (DOC) | CT-DOC-1000SBCC- GUI | | Y | Ways Unlimited | | \$ 12,329.64 | | |
| DOC | Sandra Genoa (DOC) | | N | Y | Ultimate Abatement Inc | | \$ 4,350.00 | | |
| DOC | Sandra Genoa (DOC) | | N | Y | Nobscot Supply Company | | \$ 9,171.00 | | |
| DOC | Sandra Genoa (DOC) | | N | Y | Justice Resource Institute | | \$ 1,670.00 | | |
| DOC | Sandra Genoa (DOC) | | N | Y | Coghlin Electrical Contractors | | \$ 680.00 | | |
| DOC | Sandra Genoa (DOC) | | N | Y | Coghlin Network Services, Inc | | \$ 826.00 | | |
| DOC | Sandra Genoa (DOC) | | N | Y | The Monahan Group, Inc | | \$ 2,377.00 | | |
| DOC | Sandra Genoa (DOC) | Inmate Telephone system | Y | | Publicall Communications | \$539,425.37 | | \$ 1,849,391.33 | \$ 31,403.64 |
| MassHousing | Bernard Brown | Disparity Study | | | | | | | |
| MassHousing | Bernard Brown | Disparity Study | Y SOMWBA Certified | Y SOMWBA Certified | Colette Holt & Associates** | \$2,550.00 | \$2,550.00 | | |
| MassHousing | Bernard Brown | Disparity Study | | | | | | | |
| MassHousing | Bernard Brown | Disparity Study | Y SOMWBA Certified | N | Minority Business Ventures | \$11,948.75 | | | |
| MassHousing | Bernard Brown | Broker Services | | | | | | | |
| MassHousing | Bernard Brown | Broker Services | N | Y SOMWBA Certified | PackerKiss Securities, Inc. | | \$54,931.00 | | |
| MassHousing | Bernard Brown | Computer Services | | | | | | | |
| MassHousing | Bernard Brown | Computer Services | N | Y SOMWBA Certified | MNJ Technologies Direct, Inc | | \$213,707.00 | \$14,498.75 | \$271,188.00 |

| Agency | AMP Coord-inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|---------------------------------------|------------------------------|-----------------------------|-----------------------------|--------------------------------|---------------|-------------|----------------|----------------|
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Child Outpatient/DSS | Y | N | Children's Services or Rosbury | \$ 214,529.18 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Adoption Journeys | Y | N | NE Community Svc. | \$ 6,240.00 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Family Networks Hyde Park | Y | N | Roxbury Multi-Service | \$ 7,200.00 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Family Networks Hyde Park | Y | N | Osiris Group | \$ 10,000.00 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Family Reunification Network | Y | N | Daniel Dennis & Co. | \$ 18,000.00 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Family Engagement Program | Y | Y | DataSys Corporation | | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Italian Home Res/Ed | N | Y | DataSys Corporation | | \$ 1,056.53 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Jamaica Plain BTR | N | Y | DataSys Corporation | | \$ 1,584.79 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Cranwood BTR | N | Y | DataSys Corporation | | \$ 880.44 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Jamaica Plain STARR | N | Y | DataSys Corporation | | \$ 176.09 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Cranwood STARR | N | Y | DataSys Corporation | | \$ 792.40 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|--|-----------------------------|--------------------------------------|--------------------------------------|--------------------------|------------|--------------|----------------|----------------|
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Therapeutic After School | N | Y | DataSys Corporation | | \$ 264.13 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Vacation and Summer Camp | N | Y | CAM Office Services | | \$ 264.13 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Italian Home Res/Ed | N | Y | CAM Office Services | | \$ 375.15 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Jamaica Plain BTR | N | Y | CAM Office Services | | \$ 562.73 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Cranwood BTR | N | Y | CAM Office Services | | \$ 312.63 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Jamaica Plain STARR | N | Y | CAM Office Services | | \$ 62.53 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Cranwood STARR | N | Y | CAM Office Services | | \$ 281.36 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Therapeutic After School | N | Y | CAM Office Services | | \$ 93.79 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Vacation and Summer Camp | N | Y | Gnomon Copy & Color | | \$ 93.79 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Italian Home Res/Ed | N | Y | Gnomon Copy & Color | | \$ 101.06 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|--|-----------------------------|--------------------------------------|--------------------------------------|------------------------------------|---------------|--------------|----------------|----------------|
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Jamaica Plain BTR | N | Y | Gnomon Copy & Color | | \$ 151.59 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Cranwood BTR | N | Y | Gnomon Copy & Color | | \$ 84.22 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Jamaica Plain STARR | N | Y | Gnomon Copy & Color | | \$ 16.84 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Cranwood STARR | N | Y | Gnomon Copy & Color | | \$ 75.80 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Therapeutic After School | N | Y | Gnomon Copy & Color | | \$ 25.27 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Vacation and Summer Camp | N | N | Gandara Mental Health | \$ 56,516.00 | \$ 25.27 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Holyoke Lead | Y | N | Gandara Mental Health | \$ 52,835.00 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Springfield Lead | Y | N | Gandara Mental Health | \$ 54,319.00 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Van Wart Lead | Y | N | Supportive Care | \$ 112,741.00 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Lawrence Lead | Y | Y | Center for Human Development | | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Van Wart Lead | N | Y | Center for Human Development | | \$ 3,020.00 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|--|--|--------------------------------------|--------------------------------------|------------------------------------|-------------|--------------|----------------|----------------|
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Holyoke Lead | N | Y | Center for Human Development | | \$ 5,951.00 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Springfield Lead | N | Y | | | \$ 7,898.00 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Information Technology Contract | N | Y | Event Avenue | | \$ 81,773.66 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Residential/Emergency Visitation & General Community Based | N | Y | Jane Doe, Inc. | | \$ 3,399.95 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Residential/Emergency & General Community Based | N | Y | Coghlin Network Services, Inc | | \$ 3,129.23 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Voices Against Violence | N | N | Arbor Assoicates | \$ 7,652.00 | \$ 257.00 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Residential Special Education | Y | Y | Children's Paradise Day Care | | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Gentle ArmsTLP | N | N | Clarence Montgomery | \$ 4,800.00 | \$ 6,704.60 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Strengthening Power of Prevention | Y | N | Alpha Identifications | \$ 5,053.00 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Domestic Violence | Y | N | Nu-Checker-Red Cab | \$ 2,476.13 | | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | Domestic Violence | Y | Y | FCAC | | | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|--|------------------|--------------------------------------|--------------------------------------|--------------------------|------------|-----------------|------------------|------------------|
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | DV Programs | N | Y | Dietz & Co. | | \$ 89,491.00 | | |
| DSS | Cynthia A. Morey (DSS)/Robert Scherer | DV Programs | N | | | | \$ 7,835.00 | \$ 552,361.31 | \$ 216,739.98 |
| MCD | Jane Sokol Shulman (MCD) | No Subcontracts | | | | | | | |
| GOV | Christopher Williams (GOV) | No Subcontracts | | | | | | | |
| MRB | Andrew Fanguiaire (MRB) | No Subcontracts | | | | | | | |
| OCEM | Mary Lou Lynch OCEM | No Subcontracts | | | | | | | |
| ITD | Annemarie Kates (ITD) | No Subcontracts | | | | | | | |
| DIA | Diane Lentini (DIA) | No Subcontracts | | | | | | | |
| MRC | Christopher Apitz (MRC) | No Subcontracts | | | | | | | |
| HLY | Kathy Monahan (HLY) | No Subcontracts | | | | | | | |
| DET | Robert A. Murphy (DET) (DWD) | No Subcontracts | | | | | | | |
| CAD | Elizabeth Forman (CAD) | No Subcontracts | | | | | | | |
| DOR | Joseph Bellofatto (DOR) | No Subcontracts | | | | | | | |
| CDA | Tina Urato (CDA) | No Subcontracts | | | | | | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|------------------------------|--------------------------------|--------------------------------------|--------------------------------------|---|-----------------|-----------------|----------------|----------------|
| ATB | Pat Golson (ATB) | No Subcontracts | | | | | | | |
| EOL | Paula Cucinotta (EOL) | No Subcontracts | | | | | | | |
| PER | Virginia Barrows (PER) | No Subcontracts | | | | | | | |
| SCA | Carol Foltz, (SCA) | No Subcontracts | | | | | | | |
| CHE | Mark Perry (CHE) | No Subcontracts | | | | | | | |
| ENE | Jane Savery (ENE) | No Subcontracts | | Y | Holmberg & Howe, Inc | | | | |
| FEW | Eileen Goldberg | Belchertown Building | N | Y | Ray Haluch, Inc | | \$ 500.00 | | |
| FEW | Eileen Goldberg | Belchertown Building | N | Y | Holmberg & Howe, Inc | | \$ 7,066.22 | | |
| FEW | Eileen Goldberg | Pittsfield Building | N | Y | All State Waste, Inc | | \$ 1,820.30 | | |
| FEW | Eileen Goldberg | Sandwich Hatchery Repairs | N | | | | \$ 2,959.20 | | |
| FEW | Eileen Goldberg | | | N | Ean Corp | \$ 39,576.00 | | | |
| FEW | Eileen Goldberg | Porter River, Danvers | Y | N | Mill City Environmental | \$ 24,886.00 | \$ - | | |
| FEW | Eileen Goldberg | Wellfleet Harbor, Wellfleet | Y | N | A. Pereira Construction | \$ 7,200.00 | \$ - | | |
| FEW | Eileen Goldberg | York Lake, New Marlborough | Y | Y | Abernaki | | \$ - | | |
| FEW | Eileen Goldberg | Mary's Pond, Rochester | N | | | | \$ 18,958.00 | | |
| FEW | Eileen Goldberg | | | Y | Holmberg & Howe, Inc | | | | |
| FEW | Eileen Goldberg | OXPASTURE- WOODLOT007 | N | Y | Welch Associates Land Surveyors, Inc. | | \$ 4,777.20 | | |
| FEW | Eileen Goldberg | CLARKS-HOOSIC- FUSS07 | N | N | Charter Environmental, Inc. | \$ 35,000.00 | \$ 6,996.00 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|----------------------|---------------------------------|--------------------------------------|--------------------------------------|--|------------------|------------------|------------------|-----------------|
| FEW | Eileen Goldberg | NPS-MOA- SUNNYSIDE007 | Y | Y | Molari Healthcare Services Inc. | | | \$ 106,662.00 | \$ 43,076.92 |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | N | Caribbean Foundation | \$ 573,327.00 | \$ 917,736.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | N | Help Services for Elderly | \$ 79,784.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Midtown Home Health | \$ 50,679.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | N | Roxbury Comprehensive Health Center | \$ 14,320.00 | \$ 50,679.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Seraphic Springs Health Care | \$ 149,714.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | N | La Alianza Hispana, Inc. | \$ 2,917.00 | \$ 149,714.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | N | Greater Boston Chinese Golden Age Center | \$ 244,543.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | N | Help Services for the Elderly | \$ 21,896.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Midtown Home Health | \$ 788,603.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Seraphic Springs Health Care | \$ 46,382.00 | \$ 788,603.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | | | | \$ 46,382.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | | N | Attentive Home Care, Inc. | \$ 55,345.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | N | Attentive Home Care | \$ 44,601.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | N | Bateman Food & Nutrition | \$ 548,791.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Dan's Restoration | \$ 3,826.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Capitol Services, Int'l | \$ 275,351.00 | \$ 3,826.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | y | International Health Services | \$ 4,435.00 | \$ 275,351.00 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|----------------------|---------------------------------|--------------------------------------|--------------------------------------|-----------------------------------|--------------------|--------------------|----------------|----------------|
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | y | y | Rachel Rudman | | \$ 4,435.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | y | Capuano Home Health Care | | \$ 14,441.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | y | Overlook Home Health, Inc. | \$ 3,224.00 | \$ 9,050.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | y | y | Hamilton Home Health, Inc. | \$ 53,435.00 | \$ 6,448.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | y | Y | Apex Healthcare | | \$ 53,435.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Excel Nursing Service | | \$ 160,417.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Apex Healthcare Services, Inc. | | \$ 16,796.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Capuano Home Health Care | \$ 275,619.00 | \$ 84,868.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | International Health Services | | \$ 275,619.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | N | West Insurance | \$ 348,546.00 | \$ 156,206.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | New Englad Office Supply | | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Angel Home Care | \$ 1,176,365.00 | \$ 7,270.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Supportive Care Inc | \$ 102,275.00 | \$ 1,176,365.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | International Health Svcs, Inc | | \$ 102,275.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Angel Homecare | \$ 56,532.00 | \$ 540,401.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Need A Lift | \$ 26,898.00 | \$ 56,532.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Need A Lift | | \$ 26,898.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Homestaff | | \$ 79,220.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Midtown | \$ 152,648.00 | \$ 1,685,000.00 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|----------------------|------------------------------|--------------------------------------|--------------------------------------|---|---------------|-----------------|----------------|----------------|
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Supportive care | \$ 810,987.00 | \$ 152,648.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Seraphic Springs Health Care Agency, Inc. | \$ 29,506.00 | \$ 810,987.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Home Health Resources, Inc. | | \$ 29,506.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Midtown Home Health Services | \$ 31,766.00 | \$ 1,334,404.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | N | Advanced Healthcare | \$ 163,573.00 | \$ 31,766.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | N | Boston Home Health Care | \$ 7,434.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Midtown Home Health | \$ 100,165.00 | | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Capuano Private Home Health | | \$ 100,165.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Excel Nursing Services | | \$285,090.17 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Independence Health Care | | \$18,385.76 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Internation Health Services, Inc. | | \$13,541.89 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Mass. Health Care Service d/b/a Homestaff | | \$96,343.82 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | N | Y | Seraphic Springs Health Care | \$ 90,801.00 | \$651,909.42 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Southern Worcester County ARC | \$ 390.00 | \$ 90,801.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Midtown Home Health Services, Inc. | \$ 281,167.00 | \$ 390.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Greater Boston Chinese Golden Age Center | \$ 40,307.00 | \$ 281,167.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Checker dba Red Cab | 72,042.00 | \$ 40,307.00 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|---------------------------------------|----------------------------------|--------------------------------------|--------------------------------------|---|--------------|-------------|----------------|------------------|
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | Y | Mass Health dba Home Staff | | 72,042.00 | | |
| ELD | Bill Sherridon | Home Care POS, ECOP, Choices | Y | | | | 2.00 | 6,728,194.00 | \$ 10,697,423.06 |
| OSC | Cliff Burke | Statewide Audit | Y | | Daniel Dennis and Co. | \$63,874 | | | |
| OSC | Cliff Burke | Statewide Audit | | Y | Margaret Carr | | \$47,960 | | |
| OSC | Cliff Burke | Statewide Audit | | Y | Susan Perna Damon | | \$52,320 | \$63,874.00 | \$100,280.00 |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | Y | N | Abcd South Side Head Start | \$4,765.15 | | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | Y | N | Crispus Attucks Children's Center | \$3,988.65 | | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | Y | N | Sgt. Wm. H. Carney Day Care Program, Inc. | \$115,160.85 | | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | Y | N | West End Day Nursery 170 | \$202,479.59 | | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Crittenton Early Education @ Madison Park | | \$11,980.75 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | East End House Inc. | | \$6,370.50 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|---|-------------------------------------|--------------------------------------|--------------------------------------|--|------------|--------------|----------------|----------------|
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Little Folks Community Day Care | | \$60,183.17 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Shining Star Day Care | | \$88,164.60 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Beverly Children's Learn Ctr/f.u.n. | | \$63,077.40 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Beverly Children's Learn Ctr-c/ps | | \$130,784.67 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Girls Incorporated Of Lynn/blossom | | \$76,656.75 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Greater Lawrence Ywca | | \$199,520.82 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Haverhill Ywca | | \$92,178.30 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Little Folks Community Day Care Center | | \$570.00 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|---|-------------------------------------|--------------------------------------|--------------------------------------|--|------------|-------------|----------------|----------------|
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Malden Ywca | | \$66,016.30 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Pathways For Children- Headstart | | \$53,092.15 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Pathways For Children/ School Age Care | | \$50,926.84 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Term East End House Inc | | \$14,423.05 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Young Families Initiative | | \$44,680.50 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Little People's College | | \$6,203.10 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Wareham Child Care | | \$3,156.85 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Little People's College (swan) | | \$6,122.65 | | |

| Agency | AMP Coord- inator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals | WBE Totals | Dept MBE Total | Dept WBE Total |
|--------|---|-------------------------------------|--------------------------------------|--------------------------------------|---|------------|--------------|----------------|----------------|
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Early Learning Child Care, Inc. | | \$421,029.61 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | L.p. College- church St-camp | | \$24,208.74 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | L.p. College-- summer Camp | | \$3,097.67 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Triumph, Inc - Headstart Day Care | | \$107,257.25 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Ywkids School Age Child Care | | \$85,236.80 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Girls Inc. - Gladys A. Brigham Childrens Ctr | | \$117,635.90 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Girls Inc. At Lanesborough | | \$15,958.77 | | |
| EEC | Loida Marrero, Early Education & Care | Subsidized Child Care - Vouchers | N | Y | Girls Inc. Out Of School Youth Program | | \$48,214.80 | \$326,394.24 | \$1,796,747.94 |

| Agency | AMP Coordinator | Name of Contract | Sub contractor MBE (Y or N) | Sub contractor WBE (Y or N) | Name of Subcontractor | MBE Totals \$ 10,587,568.69 | WBE Totals \$ 14,682,730.10 | Dept MBE Total \$ 10,587,568.69 | Dept WBE Total \$ 14,682,730.10 |
|--------|-----------------|------------------|-----------------------------|-----------------------------|-----------------------|-----------------------------------|-----------------------------------|---------------------------------------|---------------------------------------|
|--------|-----------------|------------------|-----------------------------|-----------------------------|-----------------------|-----------------------------------|-----------------------------------|---------------------------------------|---------------------------------------|

FISCAL YEAR 2007

STATEWIDE SUMMARY

M/WBE Prime Vendors On Statewide Contracts

**AFFIRMATIVE MARKET PROGRAM
M/WBE PRIME VENDORS ON STATEWIDE CONTRACTS**

| | | | | | FY2007 | | | | | | | |
|--|-----------------------------------|-------------------------------------|---------------|--|---------------|------------|------------|------------|--------------|------------|--------------|------------|
| | | | | | 1st Qtr | | 2nd Qtr | | 3rd Qtr FY07 | | 4th Qtr FY07 | |
| Contract No. | Contract | Company Name | Phone | | MBE | WBE | MBE | WBE | MBE | WBE | MBE | WBE |
| CLT0400000000000000 | UNIFORM APPAREL, FOOTWEAR & AC | ANDREAS POLICE SUPPLY INC | (508)821-5815 | | - | X | - | X | - | X | - | X |
| CLT0400000000000000 | UNIFORM APPAREL, FOOTWEAR & AC | GRAPHIC PRODUCTIONS INC | (781)878-8828 | | - | X | - | X | - | X | - | X |
| CLT0500000000000000 | MISCELLANEOUS CLOTHING, FOOTWE | GRAPHIC PRODUCTIONS INC | (781)878-8828 | | - | X | - | X | - | X | - | X |
| Total Count of CLT Contracts: 3 | | | | | 0 | 3 | 0 | 3 | 0 | 3 | 0 | 3 |
| CR0090000000000000 | PRINTING SUPPLIES | JOHN KARL DIETRICH & ASSOCIATES INC | (617)868-4140 | | - | - | - | - | - | X | - | X |
| Total Count of CR0 Contracts: 1 | | | | | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| ENE2200000000000000 | NO.2 HEATING FUEL | CONTINENTAL FUELS INC | (617)354-5673 | | X | - | X | - | X | - | X | - |
| ENE2200000000000000 | NO.2 HEATING FUEL | EAST COAST PETROLEUM CORP | (781)297-7030 | | - | X | - | X | - | X | - | X |
| Total Count of ENE Contracts: 2 | | | | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| FAC2300000000000000 | LANDSCAPING/SNOW REMOVAL SERVICES | HURST LANDSCAPING INC | (617)296-4062 | | X | - | X | - | - | - | - | - |
| FAC2300000000000000 | LANDSCAPING/SNOW REMOVAL SERVICES | OROZCO CORP | (978)687-2152 | | X | X | X | X | - | - | - | - |
| FAC2500000000000000 | CARPET & FLOORING PRODUCTS | NEW BEDFORD FLOOR | (508)996-0103 | | X | - | X | - | X | - | X | - |
| FAC2500000000000000 | CARPET & FLOORING PRODUCTS | NOVA SHEEN CORPORATION | (617)442-0488 | | X | - | X | - | X | - | X | - |
| FAC2900000000000000 | TRADESPERSONS | BOSTON WATER BUS SERVICES INC | (781)862-7973 | | - | X | - | - | - | - | - | - |
| FAC2900000000000000 | TRADESPERSONS | CANTERBURY LANDSCAPING INC | (413)623-0100 | | - | X | - | - | - | - | - | - |
| FAC2900000000000000 | TRADESPERSONS | COLLINS-CROCHIERE CONSTRUCTION | (413)596-5990 | | - | X | - | - | - | - | - | - |
| FAC2900000000000000 | TRADESPERSONS | DRAIN SHOOTER INC | (781)331-0171 | | - | X | - | - | - | - | - | - |
| FAC2900000000000000 | TRADESPERSONS | HURST LANDSCAPING INC | (617)296-4062 | | X | - | - | - | - | - | - | - |
| FAC2900000000000000 | TRADESPERSONS | J & W CO INC | (978)534-6306 | | X | - | - | - | - | - | - | - |
| FAC2900000000000000 | TRADESPERSONS | PARTS SERVICE INSTALLATION INC | (617)547-7898 | | X | - | - | - | - | - | - | - |
| FAC2900000000000000 | TRADESPERSONS | SAFESOUND ACOUSTICS INC | (828)658-8500 | | - | X | - | - | - | - | - | - |
| FAC2900000000000000 | TRADESPERSONS | SIGN DESIGN INC | (508)580-0094 | | - | X | - | - | - | - | - | - |
| FAC29A-B00000000000 | TRADESPERSONS | BOSTON WATER BUS SERVICES INC | (781)862-7973 | | - | X | - | X | - | X | - | X |

| Contract No. | Contract | Company Name | Phone | FY2007 | | | | | | | |
|----------------------|--|----------------------------------|---------------|---------|-----|---------|-----|--------------|-----|--------------|-----|
| | | | | 1st Qtr | | 2nd Qtr | | 3rd Qtr FY07 | | 4th Qtr FY07 | |
| | | | | MBE | WBE | MBE | WBE | MBE | WBE | MBE | WBE |
| FAC29C-D000000000000 | TRADESPERSONS | CANTERBURY LANDSCAPING INC | (413)623-0100 | - | X | - | X | - | X | - | X |
| FAC29C-D000000000000 | TRADESPERSONS | COLLINS-CROCHIERE CONSTRUCTION | (413)596-5990 | - | X | - | X | - | X | - | X |
| FAC29C-D000000000000 | TRADESPERSONS | DRAIN SHOOTER INC | (781)331-0171 | - | X | - | X | - | X | - | X |
| FAC29E-G000000000000 | TRADESPERSONS | EUGENE B DOUGLAS PLUMBING & | (978)433-6859 | X | - | X | - | X | - | X | - |
| FAC29H-J000000000000 | TRADESPERSONS | HUB GLASS SERVICES INC | (617)625-6661 | - | X | - | X | - | X | - | X |
| FAC29H-J000000000000 | TRADESPERSONS | HURST LANDSCAPING INC | (617)296-4062 | X | - | X | - | X | - | X | - |
| FAC29H-J000000000000 | TRADESPERSONS | J & W CO INC | (978)534-6306 | X | - | X | - | X | - | X | - |
| FAC29H-J000000000000 | TRADESPERSONS | JAYDE CORP INC | (508)759-8740 | X | - | X | - | X | - | X | - |
| FAC29N-R000000000000 | TRADESPERSONS | PARTS SERVICE INSTALLATION INC | (617)547-7898 | X | - | X | - | - | - | - | - |
| FAC29S-Z000000000000 | TRADESPERSONS | SAFESOUND ACOUSTICS INC | (828)658-8500 | - | X | - | X | - | X | - | X |
| FAC29S-Z000000000000 | TRADESPERSONS | SIGN DESIGN INC | (508)580-0094 | - | X | - | X | - | X | - | X |
| FAC29S-Z000000000000 | TRADESPERSONS | W.S. ANDERSON INC | (508)586-6997 | X | - | X | - | X | - | X | - |
| FAC29S-Z000000000000 | TRADESPERSONS | WORKPLACE ESSENTIALS INC | (978)528-5733 | - | X | - | X | - | X | - | X |
| FAC30000000000000000 | ENVIRONMENTAL DIAGNOSTIC TESTING AND MONITORING SERVICES | FILLI LLC | (413)525-2332 | - | X | - | X | - | X | - | X |
| FAC30000000000000000 | ENVIRONMENTAL DIAGNOSTIC TESTING AND MONITORING SERVICES | PROSCIENCE ANALYTICAL SVCS INC | (781)935-3212 | X | - | X | - | X | - | X | - |
| FAC32000000000000000 | ASBESTOS/LEAD PAINT ABATEMENT | ABIDE INC | (413)525-0644 | - | X | - | X | - | X | - | X |
| FAC32000000000000000 | ASBESTOS/LEAD PAINT ABATEMENT | ACCUTECH INSULATION & | (413)583-5500 | - | X | - | X | - | X | - | X |
| FAC32000000000000000 | ASBESTOS/LEAD PAINT ABATEMENT | ATLANTIC BAY CONTRACTING INC | (617)782-4945 | X | - | X | - | - | - | - | - |
| FAC32000000000000000 | ASBESTOS/LEAD PAINT ABATEMENT | ATLANTIC BAY CONTRACTING INC | (617)782-4945 | - | - | - | - | X | - | X | - |
| FAC32000000000000000 | ASBESTOS/LEAD PAINT ABATEMENT | FRANKLIN ANALYTICAL SERVICES INC | (508)748-3156 | - | X | - | X | - | X | - | X |
| FAC33000000000000000 | SOLID WASTE/RECYCLING SVCS | CHARTER ENVIRONMENTAL INC | (978)658-2232 | X | - | X | - | X | - | X | - |
| FAC35000000000000000 | PEST CONTROL SERVICES | PEST END INC | (978)794-4321 | - | X | - | X | - | X | - | X |

| | | | | FY2007 | | | | | | | |
|---|--|--------------------------------|---------------|-----------|-----------|-----------|-----------|--------------|-----------|--------------|-----------|
| | | | | 1st Qtr | | 2nd Qtr | | 3rd Qtr FY07 | | 4th Qtr FY07 | |
| Contract No. | Contract | Company Name | Phone | MBE | WBE | MBE | WBE | MBE | WBE | MBE | WBE |
| FAC4200000000000000 | MOVING SERVICES/SURPLUS FURNITURE REMOVAL/DOCUMENT DESTRUCTI | EOS APPROACH LLC | (413)596-5479 | - | X | - | X | - | X | - | X |
| FAC4200000000000000 | MOVING SERVICES/SURPLUS FURNITURE REMOVAL/DOCUMENT DESTRUCTI | EOS APPROACH LLC | (413)596-5479 | - | X | - | X | - | - | - | - |
| FAC4200000000000000 | MOVING SERVICES/SURPLUS FURNITURE REMOVAL/DOCUMENT DESTRUCTI | FIRST CHOICE OFFICE SVCS INC | (978)658-1515 | X | - | - | - | - | - | - | - |
| FAC4700000000000000 | FAC47 | APPLE DOR TREE INC | (508)393-8200 | - | - | X | X | X | X | X | X |
| FAC4700000000000000 | FAC47 | HURST LANDSCAPING INC | (617)296-4062 | - | - | X | - | X | - | X | - |
| Total Count of FAC Contracts: 41 | | | | 17 | 22 | 15 | 17 | 12 | 15 | 12 | 15 |
| FIR0200000000000000 | FIRE/EMS EQUIPMENT/SUPPLIES & | ADAMSON INDUSTRIES CORP | (978)681-0370 | - | X | - | X | - | X | - | X |
| Total Count of FIR Contracts: 1 | | | | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 |
| GRO06A-G00000000000A | CATERING SERVICES | C B CULLEN INC | (617)859-8007 | - | X | - | X | - | X | - | X |
| GRO06A-G00000000000A | CATERING SERVICES | CIRRUS VENTURES LLC | (866)863-2571 | X | - | X | - | - | - | - | - |
| GRO06H-M00000000000A | CATERING SERVICES | JULES CATERING INC | (617)628-5977 | - | - | - | - | - | - | - | X |
| GRO06H-M00000000000A | CATERING SERVICES | JUSTICE RESOURCE INSTITUTE INC | (617)450-0500 | - | X | - | X | - | X | - | X |
| GRO06N-Z00000000000A | CATERING SERVICES | URBAN FOOD PROJECT INC | (617)288-5155 | X | - | X | - | X | - | X | - |
| GRO21A00000000000000 | CATERING SERVICES | C B CULLEN INC | (617)859-8007 | - | - | - | - | - | - | - | X |
| GRO21A00000000000000 | CATERING SERVICES | JULES CATERING INC | (617)628-5977 | - | - | - | - | - | - | - | X |
| Total Count of GRO Contracts: 7 | | | | 2 | 2 | 2 | 2 | 1 | 2 | 1 | 5 |
| HSP1800000000000000 | MEDICAL EQUIPMENT, BEDS & FURN | MEDICAL EQUIPMENT SPECIALISTS | (508)757-3390 | X | - | X | - | - | - | - | - |
| HSP1800000000000000 | MEDICAL EQUIPMENT, BEDS & FURN | WESTNET INC | (781)828-7772 | X | - | X | - | - | - | - | - |
| HSP2100000000000000 | MEDICAL & SURGICAL COMMODITIES | WESTNET INC | (781)828-7772 | X | - | X | - | X | - | X | - |
| HSP2400000000000000 | MEDICAL EQUIPMENT, BEDS AND FURNISHINGS | WESTNET INC | (781)828-7772 | - | - | - | - | X | - | X | - |
| Total Count of HSP Contracts: 4 | | | | 3 | 0 | 3 | 0 | 2 | 0 | 2 | 0 |
| ITC0900000000000000 | TELCOM/DATA MAINTENANCE | COGHLIN ELECTRICAL | (508)793-0300 | - | X | - | X | - | X | - | X |
| ITC16A00000000000000 | PCS, PERIPHERAL AND SERVICES | COGHLIN NEWTWORK SERVICES INC | (508)793-0300 | - | X | - | X | - | X | - | X |

| | | | | | FY2007 | | | | | | | |
|--|--|--------------------------------|---------------|--|----------|----------|----------|----------|--------------|----------|--------------|----------|
| | | | | | 1st Qtr | | 2nd Qtr | | 3rd Qtr FY07 | | 4th Qtr FY07 | |
| Contract No. | Contract | Company Name | Phone | | MBE | WBE | MBE | WBE | MBE | WBE | MBE | WBE |
| ITC16A0000000000000000 | PCS, PERIPHERAL AND SERVICES | FIRST WORLD INC | (617)731-6319 | | X | - | X | - | X | - | X | - |
| ITC16A0000000000000000 | PCS, PERIPHERAL AND SERVICES | PJ SYSTEMS INC | (617)951-4650 | | X | - | X | - | X | - | X | - |
| ITC16A0000000000000000 | PCS, PERIPHERAL AND SERVICES | SELECT INC | (339)502-5300 | | - | X | - | X | - | X | - | X |
| ITC22DESIGNATEDDOE00 | DATA ENTRY SERVICES | ARDEM INC | (908)864-0902 | | X | - | X | - | X | - | X | - |
| ITC22DESIGNATEDDOE00 | DATA ENTRY SERVICES | IDEAL DATA INC | (201)998-9440 | | X | X | X | X | X | X | X | X |
| ITC32000000000000000000 | LOW VOLTAGE CABLING PRODUCTS AND SERVICES | COGLIN NEWTWORK SERVICES INC | (508)793-0300 | | - | - | - | - | - | - | - | X |
| Total Count of ITC Contracts: 8 | | | | | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 |
| ITS23-SOLUTIONPROV00 | ITS23-SOLUTIONPROV00 | ENFOTECH & CONSULTING INC | (609)896-9777 | | - | - | - | - | - | - | X | - |
| ITS23-SOLUTIONPROV00 | ITS23-SOLUTIONPROV00 | IVESIA SOLUTIONS INC | (603)890-1010 | | X | - | X | - | X | - | X | - |
| ITS23-STAFFAUGCAT100 | IT SERVICES - STAFF AUGMENTATION GENERAL PURPOSE | AMERICAN CONTRACT SERVICES INC | (617)796-8822 | | - | X | - | X | - | X | - | X |
| ITS23-STAFFAUGCAT100 | IT SERVICES - STAFF AUGMENTATION GENERAL PURPOSE | AQUENT LLC | (617)535-5000 | | X | - | X | - | X | - | X | - |
| ITS23-STAFFAUGCAT100 | IT SERVICES - STAFF AUGMENTATION GENERAL PURPOSE | EGI BUSINESS TRUST | (781)205-8181 | | - | X | - | X | - | X | - | X |
| ITS23-STAFFAUGCAT100 | IT SERVICES - STAFF AUGMENTATION GENERAL PURPOSE | PEOPLESERVE INC | (617)469-9779 | | - | X | - | X | - | X | - | X |
| ITS23-STAFFAUGCAT200 | ITS23-STAFFAUGCAT200 | AMERICAN CONTRACT SERVICES INC | (617)796-8822 | | - | X | - | X | - | X | - | X |
| ITS23-STAFFAUGCAT200 | ITS23-STAFFAUGCAT200 | EGI BUSINESS TRUST | (781)205-8181 | | - | X | - | X | - | X | - | X |
| ITS23-STAFFAUGCAT200 | ITS23-STAFFAUGCAT200 | MORTEKSOLUTIONS INC | (781)885-2688 | | X | - | X | - | X | - | X | - |
| ITS23-STAFFAUGCAT200 | ITS23-STAFFAUGCAT200 | OVERTURE PARTNERS LLC | (781)449-0600 | | - | X | - | X | - | X | - | X |
| ITS23-STAFFAUGCAT200 | ITS23-STAFFAUGCAT200 | PEOPLESERVE INC | (617)469-9779 | | - | X | - | X | - | X | - | X |
| ITS23-STAFFAUGCAT200 | ITS23-STAFFAUGCAT200 | PEOPLESERVE PRS INC | (617)469-1190 | | - | - | - | - | - | X | - | X |
| ITS23-TECHSPEC000000 | IT SERVICES - TECHNICAL SPECIALISTS | CHAMELEON CONSULTING INC | (781)337-6331 | | - | X | - | X | - | X | - | X |
| ITS23-TECHSPEC000000 | IT SERVICES - TECHNICAL SPECIALISTS | COMPUWORKS SYSTEMS INC | (781)224-1113 | | - | X | - | X | - | X | - | X |
| ITS23-TECHSPEC000000 | IT SERVICES - TECHNICAL SPECIALISTS | COPLY TECHNOLOGY GROUP INC | (781)329-6620 | | X | - | X | - | X | - | X | - |
| ITS23-TECHSPEC000000 | IT SERVICES - TECHNICAL SPECIALISTS | FARRINGTON ASSOCIATES INC | (781)487-7054 | | X | - | X | - | X | - | X | - |

| FY2007 | | | | | | | | | | | |
|---|-------------------------------------|-------------------------------------|---------------|----------|-----------|----------|-----------|--------------|-----------|--------------|-----------|
| Contract No. | Contract | Company Name | Phone | 1st Qtr | | 2nd Qtr | | 3rd Qtr FY07 | | 4th Qtr FY07 | |
| | | | | MBE | WBE | MBE | WBE | MBE | WBE | MBE | WBE |
| ITS23-TECHSPEC0000000 | IT SERVICES - TECHNICAL SPECIALISTS | JJJ MICROSYSTEMS INC | (978)689-7497 | X | X | X | X | X | X | X | X |
| ITS23-TECHSPEC0000000 | IT SERVICES - TECHNICAL SPECIALISTS | KYRAN RESEARCH ASSOCIATES INC | (401)849-7734 | - | X | - | X | - | X | - | X |
| ITS23-TECHSPEC0000000 | IT SERVICES - TECHNICAL SPECIALISTS | MICROSEARCH CORPORATION | (800)895-0212 | - | X | - | X | - | X | - | X |
| ITS23-TECHSPEC0000000 | IT SERVICES - TECHNICAL SPECIALISTS | MORTEKSOLUTIONS INC | (781)885-2688 | X | - | X | - | X | - | X | - |
| ITS23-TECHSPEC0000000 | IT SERVICES - TECHNICAL SPECIALISTS | PRESIDENCY SYSTEMS INC | (617)271-3972 | X | - | X | - | X | - | X | - |
| ITS23-TECHSPEC0000000 | IT SERVICES - TECHNICAL SPECIALISTS | SPELLMAN CONSULTING LLC | (617)584-4545 | - | X | - | X | - | X | - | X |
| ITS23-TECHSPEC0000000 | IT SERVICES - TECHNICAL SPECIALISTS | STELLAR CORP | (781)863-0101 | X | - | X | - | X | - | X | - |
| ITS23-TECHSPEC0000000 | IT SERVICES - TECHNICAL SPECIALISTS | STRATEGIC SOLUTIONS GROUP LLC | (781)608-4936 | - | X | - | X | - | X | - | X |
| Total Count of ITS Contracts: 24 | | | | 9 | 14 | 9 | 14 | 9 | 15 | 10 | 15 |
| ITT100000000000000000 | 2-WAY RADIO EQUIPMENT | COMTRONICS CORP | (617)770-0212 | - | X | - | X | - | X | - | X |
| Total Count of ITT Contracts: 1 | | | | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 |
| OFF030000000000000000 | OFFICE FURNISHINGS | G A BLANCO & SONS INC | (413)528-9500 | X | - | - | - | - | - | - | - |
| OFF030000000000000000 | OFFICE FURNISHINGS | NELSON COPY SUPPLY CO INC | (781)878-4474 | - | X | - | - | - | - | - | - |
| OFF030000000000000000 | OFFICE FURNISHINGS | NEW ENGLAND OFFICE SUPPLY | (781)794-8800 | X | X | - | - | - | - | - | - |
| OFF030000000000000000 | OFFICE FURNISHINGS | ROY V LEONARD CO INC | (781)331-4440 | - | X | - | - | - | - | - | - |
| OFF100000000000000000 | DIGITAL DUPLICATING EQUIPMENT | CAM OFFICE SERVICES INC | (781)932-9868 | X | X | X | X | X | X | X | X |
| OFF120000000000000000 | BOXES, RENTAL CRATES AND PACKI | LANCASTER PACKAGING INC | (978)562-0100 | X | X | X | X | X | X | X | X |
| OFF13A000000000000000 | ART & INSTRUCTIONAL SCHOOL SUPPLIES | NEW ENGLAND OFFICE SUPPLY | (781)794-8800 | X | X | X | X | X | X | - | - |
| OFF150000000000000000 | PRINTING & MAIL SERVICES | ARVEST PRESS INC | (781)894-4844 | - | X | - | X | - | X | - | X |
| OFF150000000000000000 | PRINTING & MAIL SERVICES | ATLANTIC GRAPHIC SERVICES INC | (978)368-1262 | X | - | X | - | X | - | X | - |
| OFF150000000000000000 | PRINTING & MAIL SERVICES | BOSTON MAILING COMPANY INC | (617)261-4880 | - | X | - | X | - | X | - | X |
| OFF150000000000000000 | PRINTING & MAIL SERVICES | JOHN KARL DIETRICH & ASSOCIATES INC | (617)868-4140 | - | X | - | X | - | X | - | X |
| OFF150000000000000000 | PRINTING & MAIL SERVICES | LT VENTURES INC | (978)657-7001 | X | X | X | X | - | - | - | - |
| OFF150000000000000000 | PRINTING & MAIL SERVICES | NEOPRINT INC | (978)256-9939 | - | X | - | X | - | X | - | X |
| OFF150000000000000000 | PRINTING & MAIL SERVICES | RED SUN PRESS INC | (617)524-6822 | X | - | X | - | X | - | X | - |

FY2007

| Contract No. | Contract | Company Name | Phone | 1st Qtr | | 2nd Qtr | | 3rd Qtr FY07 | | 4th Qtr FY07 | |
|-----------------------|--|-----------------------------------|---------------|---------|-----|---------|-----|--------------|-----|--------------|-----|
| | | | | MBE | WBE | MBE | WBE | MBE | WBE | MBE | WBE |
| OFF150000000000000000 | PRINTING & MAIL SERVICES | SATISH H BHATT | (508)875-6689 | X | - | X | - | X | - | X | - |
| OFF150000000000000000 | PRINTING & MAIL SERVICES | STERLING BUSINESS PRODUCTS INC | (781)481-1234 | X | - | X | - | X | - | X | - |
| OFF16PURCHASES0000000 | PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES | CAM OFFICE SERVICES INC | (781)932-9868 | X | X | X | X | X | X | X | X |
| OFF16PURCHASES0000000 | PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES | COMMONWEALTH OFFICE PRODUCTS | (508)587-2772 | - | X | - | X | - | X | - | X |
| OFF16PURCHASES0000000 | PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES | G A BLANCO & SONS INC | (413)528-9500 | X | - | X | - | X | - | X | - |
| OFF16PURCHASES0000000 | PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES | LASERTONE CORPORATION | (978)952-8057 | - | X | - | - | - | - | - | - |
| OFF16PURCHASES0000000 | PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES | NELSON COPY SUPPLY CO INC | (781)878-4474 | - | X | - | X | - | X | - | X |
| OFF16PURCHASES0000000 | PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES | NEW ENGLAND OFFICE SUPPLY, INC. | (781)794-8800 | X | X | X | X | X | X | X | X |
| OFF16PURCHASES0000000 | PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES | PJ SYSTEMS INC | (617)951-4650 | X | - | X | - | X | - | X | - |
| OFF16SERVICE000000000 | OFF16 SERVICE, PHOTOCOPIERS, PRINTERS & FACSIMILE EQUIPMENT | CAM OFFICE SERVICES INC | (781)932-9868 | X | X | X | X | X | X | X | X |
| OFF16SERVICE000000000 | OFF16 SERVICE, PHOTOCOPIERS, PRINTERS & FACSIMILE EQUIPMENT | LASERTONE CORPORATION | (978)952-8057 | - | X | - | - | - | - | - | - |
| OFF16SERVICE000000000 | OFF16 SERVICE, PHOTOCOPIERS, PRINTERS & FACSIMILE EQUIPMENT | PJ SYSTEMS INC | (617)951-4650 | X | - | X | - | X | - | X | - |
| OFF180000000000000000 | MULTIMEDIA EQUIPMENT SYSTEMS AND SERVICES | ADTECH SYSTEMS INC | (978)261-1077 | - | X | - | X | - | X | - | X |
| OFF180000000000000000 | MULTIMEDIA EQUIPMENT SYSTEMS AND SERVICES | ADVANCED PRESENTATION SYSTEMS INC | (978)256-2001 | X | X | X | X | X | X | X | X |
| OFF190000000000000000 | OFFICE SUPPLIES, RECYCLED PAPER AND ENVELOPES | NEW ENGLAND OFFICE SUPPLY | (781)794-8800 | X | X | X | X | X | X | X | X |
| OFF200000000000000000 | OFFICE, SCHOOL AND LIBRARY FURNITURE ACCESSORIES AND INSTALL | CENTER FOR HUMAN | (413)733-6624 | - | - | - | X | - | X | - | X |
| OFF200000000000000000 | OFFICE, SCHOOL AND LIBRARY FURNITURE ACCESSORIES AND INSTALL | G A BLANCO & SONS INC | (413)528-9500 | - | - | X | - | X | - | X | - |
| OFF200000000000000000 | OFFICE, SCHOOL AND LIBRARY FURNITURE ACCESSORIES AND INSTALL | NEW ENGLAND OFFICE SUPPLY, INC. | (781)794-8800 | - | - | X | X | X | X | X | X |
| OFF200000000000000000 | OFFICE, SCHOOL AND LIBRARY FURNITURE ACCESSORIES AND INSTALL | ROY V LEONARD CO INC | (781)331-4440 | - | - | - | X | - | X | - | X |
| OFF200000000000000000 | OFFICE, SCHOOL AND LIBRARY FURNITURE ACCESSORIES AND INSTALL | THOSCO INC | (800)345-4027 | - | - | - | X | - | X | - | X |

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|---|-------------------------------------|---------------------------------|---------------|-----------|-----------|-----------|-----------|--------------|-----------|--------------|-----------|
| Contract No. | Contract | Company Name | Phone | 1st Qtr | | 2nd Qtr | | 3rd Qtr FY07 | | 4th Qtr FY07 | |
| | | | | MBE | WBE | MBE | WBE | MBE | WBE | MBE | WBE |
| OFF2400000000000000 | ART & INSTRUCTIONAL SCHOOL SUPPLIES | NEW ENGLAND OFFICE SUPPLY, INC. | (781)794-8800 | - | - | - | - | - | - | X | X |
| Total Count of OFF Contracts: 35 | | | | 18 | 21 | 18 | 20 | 17 | 19 | 17 | 19 |
| PRF01A-G0000000000000 | TRANSLATORS/INTERPRETERS | CONCILIO HISPANO DE CAMBRIDGE | (617)661-9406 | - | - | X | - | X | - | X | - |
| PRF01A-G0000000000000 | TRANSLATORS/INTERPRETERS | CROSS CULTURAL COMM SYSTEM INC | (781)729-3736 | - | X | - | X | - | X | - | X |
| PRF01A-G0000000000000 | TRANSLATORS/INTERPRETERS | GREATER BOSTON CHINESE | (617)426-1628 | X | - | - | - | - | - | - | - |
| PRF01H-M0000000000000 | TRANSLATORS/INTERPRETERS | HAITIAN AMERICAN PUBLIC HEALTH | (617)298-8076 | X | - | - | - | - | - | - | - |
| PRF01H-M0000000000000 | TRANSLATORS/INTERPRETERS | JANET WASSOUF | (978)683-8337 | - | X | - | - | - | - | - | - |
| PRF01H-M0000000000000 | TRANSLATORS/INTERPRETERS | LATINO HEALTH INSTITUTE INC | (617)350-6900 | X | - | X | - | X | - | X | - |
| PRF01H-M0000000000000 | TRANSLATORS/INTERPRETERS | MULTICULTURAL COMMUNITY SERS | (413)782-2500 | X | - | - | - | - | - | - | - |
| PRF01N-Z0000000000000 | TRANSLATORS/INTERPRETERS | ORTIZ PROFESSIONAL SERVICES | (413)732-0859 | X | - | X | - | X | - | X | - |
| PRF030000000000000000 | COURT REPORTER TRANSCRIBER | DORIS O WONG ASSOCIATES INC | (617)426-2432 | - | - | - | - | X | X | X | X |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | ACRE FAMILY DAY CARE CORP | (978)937-5899 | X | - | X | - | X | - | X | - |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | ASSET PERFORMANCE MANAGMNT INC | (617)266-8461 | - | X | - | X | - | X | - | - |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | DEBORAH E REIDY | (413)536-9256 | - | X | - | X | - | X | - | X |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | JANE MOORE | (617)680-2508 | - | X | - | X | - | X | - | X |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | JULIE BERNARDIN | (781)587-1599 | - | X | - | X | - | X | - | X |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | JUSTICE RESOURCE INSTITUTE INC | (617)450-0500 | - | X | - | X | - | X | - | X |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | KELLEY CONRAD | (508)529-3381 | - | X | - | X | - | - | - | - |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | LINDA J ROMANO | (781)762-0076 | - | X | - | X | - | X | - | X |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | MARGARET E CARR | (617)723-5059 | - | X | - | X | - | X | - | X |
| PRF060000000000000000 | MGM'T CONSULT/PROG COORD/PLAN | SUSAN KOHLER-GRAY | (413)584-6747 | - | X | - | X | - | X | - | X |
| PRF08DESIGNATEDOSC00 | ANCILLARY AUDIT/ACCOUNT(SWC) | DANIEL DENNIS & COMPANY | (617)262-9898 | X | - | X | - | X | - | X | - |
| PRF08DESIGNATEDOSC00 | ANCILLARY AUDIT/ACCOUNT(SWC) | MARGARET E CARR | (617)723-5059 | - | X | - | X | - | X | - | X |

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| | | | | 1st Qtr | | 2nd Qtr | | 3rd Qtr FY07 | | 4th Qtr FY07 | |
| Contract No. | Contract | Company Name | Phone | MBE | WBE | MBE | WBE | MBE | WBE | MBE | WBE |
| PRF08DESIGNATEDOSC00 | ANCILLARY AUDIT/ACCOUNT(SWC) | P L JONES CPA PC | (508)755-7575 | - | X | - | X | - | X | - | X |
| PRF08DESIGNATEDOSC00 | ANCILLARY AUDIT/ACCOUNT(SWC) | PROJECT CONTROL COMPANIES INC | (603)966-1600 | - | X | - | X | - | X | - | X |
| PRF2400000000000000 | TEMPORARY HELP SERVICES | C Q PERSONNEL INC | (617)262-1313 | - | X | - | X | - | X | - | X |
| PRF2400000000000000 | TEMPORARY HELP SERVICES | CLEARY CONSULTANTS INC | (617)367-7189 | - | X | - | X | - | X | - | X |
| PRF2400000000000000 | TEMPORARY HELP SERVICES | JOHN LEONARD EMPLOYMENT | (617)423-6800 | - | X | - | X | - | X | - | X |
| PRF2400000000000000 | TEMPORARY HELP SERVICES | JOHNSON & HILL STAFFING | (413)746-3535 | - | X | - | X | - | X | - | X |
| PRF2400000000000000 | TEMPORARY HELP SERVICES | KNF & T STAFFING RESOURCES | (617)574-8200 | - | X | - | X | - | X | - | X |
| PRF2400000000000000 | TEMPORARY HELP SERVICES | R A D EMPLOYMENT SERVICES INC | (617)742-9180 | - | X | - | X | - | X | - | X |
| PRF2400000000000000 | TEMPORARY HELP SERVICES | THE RESOURCE CONNECTION INC | (978)777-9333 | - | X | - | X | - | X | - | X |
| PRF2400000000000000 | TEMPORARY HELP SERVICES | TOTAL CLERICAL SERVICES INC | (800)572-0753 | X | - | X | - | X | - | X | - |
| PRF2400000000000000 | TEMPORARY HELP SERVICES | TRAVIS ASSOCIATES INC | (781)272-6750 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | ADELE POLLIS | (978)499-2299 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | ARGUS COMMUNICATIONS INC | (617)261-7676 | X | - | X | - | X | - | X | - |
| PRF2600000000000000 | MEDIA SERVICES | BUYER ADVERTISING INC | (617)969-4646 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | CAUSEMEDIA INC | (617)558-6850 | X | X | X | X | X | X | X | X |
| PRF2600000000000000 | MEDIA SERVICES | CVA CONSULTING ASSOCIATES | (508)636-0079 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | GEOVISION INC | (617)926-5454 | X | - | X | - | X | - | X | - |
| PRF2600000000000000 | MEDIA SERVICES | GRAPHIC PRODUCTIONS INC | (781)878-8828 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | LEANNE GODDU | (978)352-5042 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | MOORE & ISHERWOOD INC | (508)996-3946 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | REGINA VILLA ASSOCIATES INC | (617)357-5772 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | SANDRA SCHAFFER | (617)623-1230 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | SIGNATURE MARKETING LLC | (860)658-7172 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | SULLIVAN CREATIVE SERVICES LTD | (617)597-0072 | - | X | - | X | - | X | - | X |
| PRF2600000000000000 | MEDIA SERVICES | SUSAN R BARBUTO | (781)749-0049 | - | X | - | X | - | X | - | X |

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|---|---|------------------------|---------------------------------|-----------|------------|-----------|------------|--------------|------------|--------------|------------|
| Contract No. | Contract | Company Name | Phone | 1st Qtr | | 2nd Qtr | | 3rd Qtr FY07 | | 4th Qtr FY07 | |
| | | | | MBE | WBE | MBE | WBE | MBE | WBE | MBE | WBE |
| PRF260000000000000000 | MEDIA SERVICES | THE GOODWIN GROUP INC | (781)784-5381 | - | X | - | X | - | X | - | X |
| PRF290000000000000000 | TRAINING SERVICES | 7 GENERATIONS INC | (978)808-6990 | - | X | - | X | - | X | - | X |
| PRF290000000000000000 | TRAINING SERVICES | CASEY HALL | (508)252-6590 | - | X | - | X | - | X | - | X |
| PRF290000000000000000 | TRAINING SERVICES | CDRIVE CORPORATION | (781)834-4945 | X | - | X | - | X | - | X | - |
| PRF290000000000000000 | TRAINING SERVICES | CHRISTIE S JACOBS | (617)964-7441 | - | X | - | X | - | X | - | X |
| PRF290000000000000000 | TRAINING SERVICES | CHRISTINE R GATTI | (508)881-9364 | - | X | - | X | - | X | - | X |
| PRF290000000000000000 | TRAINING SERVICES | COMPUWORKS SYSTEMS INC | (781)224-1113 | - | X | - | X | - | X | - | X |
| PRF290000000000000000 | TRAINING SERVICES | SADIE BURTON-GOSS | (617)439-4677 | X | X | X | X | X | X | X | X |
| Total Count of PRF Contracts: 54 | | | | 13 | 41 | 11 | 40 | 12 | 40 | 12 | 39 |
| VEH400000000000000000 | FURNISH AND DELIVERY SODIUM CH | EASTERN SALT CO INC | (978)241-8553 | - | X | - | - | - | - | - | - |
| VEH720000000000000000 | FURNISH AND DELIVERY OF SODIUM CHLORIDE (ROAD SALT) | EASTERN SALT CO INC | (978)241-8553 | - | X | - | X | - | X | - | X |
| Total Count of VEH Contracts: 2 | | | | 0 | 2 | 0 | 1 | 0 | 1 | 0 | 1 |
| | | | | | | | | | | | |
| | | | Total for All Contracts: | 67 | 112 | 63 | 104 | 58 | 103 | 59 | 106 |

FISCAL YEAR 2007

STATEWIDE SUMMARY

CONSTRUCTION & DESIGN

AFFIRMATIVE MARKET PROGRAM - FY06 CONSTRUCTION & DESIGN EXPENDITURES

FISCAL YEAR 2007 – CONSTRUCTION EXPENDITURES

STATEWIDE SUMMARY

| FY07 CONSTRUCTION EXPENDITURES | | | | | | |
|---|---------------------------------|------------------------------|-----------------------|-----------------------|---|-----------------------------|
| | 1 FY07 Total Expenditures | 2 FY07 M/WBE Benchmark | 3 MBE Expenditures | 4 WBE Expenditures | 5 FY07 Expenditures (Col. 3+4) | 6 VARIANCE (Col. 5-2) |
| Division of Capital Asset Management and Maintenance | \$199,456,713 | \$22,738,065 | \$16,042,057 | \$16,788,900 | \$32,830,957 | \$10,092,891 |
| Executive Office of Housing and Community Development | \$45,340,140 | \$7,647,781 | \$5,808,594 | \$2,353,123 | \$8,161,717 | \$514,936 |
| Mass Highway Dept. | \$249,473,152 | | \$9,501,195 | \$1,978,549 | \$11,479,744 | \$11,479,744.22 |
| Massachusetts Turnpike Authority | \$17,464,361.00 | | \$1,880,092.00 | \$453,567.00 | \$2,333,659.00 | \$2,333,659.00 |
| MassHousing | \$204,220,486 | \$51,259,342 | \$32,082,779 | \$29,356,557 | \$61,439,336 | \$10,179,994 |
| TOTAL | \$715,954,852 | \$81,645,188 | \$65,314,717 | \$50,930,696 | \$116,245,413 | \$34,600,225 |

FISCAL YEAR 2007 – DESIGN EXPENDITURES

STATEWIDE SUMMARY

| FY07 DESIGN EXPENDITURES | | | | | | |
|---|---------------------------------|------------------------------|-----------------------|-----------------------|---|-----------------------------|
| | 1 FY07 Total Expenditures | 2 FY07 M/WBE Benchmark | 3 MBE Expenditures | 4 WBE Expenditures | 5 FY07 Expenditures (Col. 3+4) | 6 VARIANCE (Col. 5-2) |
| Division of Capital Asset Management and Maintenance | \$15,174,823 | \$1,729,930 | \$1,040,218 | \$772,350 | \$1,812,569 | \$82,639 |
| Executive Office of Housing and Community Development | \$7,380,953 | \$1,098,348 | \$111,618 | \$434,066 | \$545,684 | -\$552,664 |
| Mass. Highway Dept. | \$26,899,627 | | \$1,978,549 | \$105,210 | \$2,083,759 | \$2,083,759 |
| Massachusetts Turnpike Authority | \$13,513 | | \$0 | \$0 | \$0 | \$0 |
| MassHousing | N/A | N/A | N/A | N/A | N/A | N/A |
| TOTAL | \$49,468,916 | \$2,828,278 | \$3,130,386 | \$1,311,626 | \$4,442,012 | \$1,613,734 |

AFFIRMATIVE MARKET PROGRAM - FY07 CONSTRUCTION & DESIGN AWARDS

FISCAL YEAR 2007 – CONSTRUCTION AWARDS

STATEWIDE SUMMARY

| FY07 CONSTRUCTION AWARDS | | | | | | |
|---|---------------------------------|------------------------------|-----------------------|-----------------------|---|-----------------------------|
| | 1 FY07 Total Expenditures | 2 FY07 M/WBE Benchmark | 3 MBE Expenditures | 4 WBE Expenditures | 5 FY07 Expenditures (Col. 3+4) | 6 VARIANCE (Col. 5-2) |
| Division of Capital Asset Management and Maintenance | \$56,538,506 | \$6,445,390 | \$3,145,532 | \$1,476,468 | \$4,622,000 | -\$1,823,390 |
| Executive Office of Housing and Community Development | \$33,084,572 | \$4,992,833 | \$4,264,559 | \$9,255,961 | \$13,250,520 | \$8,257,687 |
| Mass. Highway Dept. | \$54,919,968 | | \$7,064,105 | \$878,264 | \$7,942,369 | \$7,942,369 |
| Massachusetts Turnpike Authority | \$20,524,742 | | \$6,349,766 | \$543,150 | \$6,892,916 | \$6,892,916 |
| MassHousing | \$250,668,535 | \$65,525,556 | \$50,461,832 | \$40,333,840 | \$90,795,672 | \$25,270,116 |
| TOTAL | \$415,736,323 | \$76,963,779 | \$71,285,794 | \$52,487,682 | \$123,773,477 | \$46,809,698 |

FISCAL YEAR 2007 – DESIGN AWARDS

STATEWIDE SUMMARY

| FY07 DESIGN AWARDS | | | | | | |
|---|---------------------------------|------------------------------|-----------------------|-----------------------|---|-----------------------------|
| | 1 FY07 Total Expenditures | 2 FY07 M/WBE Benchmark | 3 MBE Expenditures | 4 WBE Expenditures | 5 FY07 Expenditures (Col. 3+4) | 6 VARIANCE (Col. 5-2) |
| Division of Capital Asset Management and Maintenance | \$18,510,005 | \$2,221,201 | \$2,034,423 | \$852,377 | \$2,886,800 | \$665,599 |
| Executive Office of Housing and Community Development | \$3,744,660 | \$813,568 | \$478,235 | \$346,723 | \$824,958 | \$11,390 |
| Mass. Highway Dept. | \$25,134,000 | | \$1,278,630 | \$1,281,370 | \$2,560,000 | \$2,560,000 |
| Mass Turnpike Authority | N/A | N/A | N/A | N/A | N/A | N/A |
| MassHousing | N/A | N/A | N/A | N/A | N/A | N/A |
| TOTAL | \$47,388,665 | \$3,034,769 | \$3,791,288 | \$2,480,470 | \$6,271,758 | \$3,236,989 |

FISCAL YEAR 2007

SECRETARIAT NARRATIVES & DATA SUMMARY

Note:

The following narratives are developed by each Secretariat. They are intended to highlight the progress made to date with the implementation of the Affirmative Market Program and provide further insight into their FY06 expenditures with Minority- and Women Business Enterprises (M/WBEs).

OFFICE OF THE GOVERNOR (GOV)

Mission Statement

The Executive Office includes the Offices of the Governor, the Lieutenant Governor and the Governor's Council. The Executive Office manages the operations of the Executive Branch of state government, coordinates the activities of all Executive Branch agencies through the cabinet secretaries, and communicates to the General Court and the general public the aims, objectives, and accomplishments of the administration. The Office develops, oversees, and guides key administration initiatives through to completion.

The Governor is responsible for preparation of the state's annual budget. The Governor has the authority to accept, recommend amendment of, or veto all legislative enactments, subject to an override by a vote of two-thirds of the members present in each chamber of the Legislature, and to convene the Governor's Council. Subject to the consent of the Governor's Council, the Governor is responsible for the appointment of all judicial officers, and has the authority to call special sessions of the General Court and to grant pardons.

In case of the absence, death or disability of the Governor, the Lieutenant Governor performs all the duties incumbent on the chief executive officer and has all of his constitutional powers. He assists the Governor in administering Executive Branch agencies, advises the Governor on administrative policies, and works with the legislature to enact those policies into law. The Lieutenant Governor is a voting member of the Governor's Council and presides over the Council in the Governor's absence.

FY07 MBE Narrative

The Office of the Governor once again exceeded our MBE target for FY07 by \$256. This fiscal year crossed two administrations, and reflects a different pattern of spending. However, we were still able to meet the goals. As with any other small agency whose line item is largely personnel expenditures, our discretionary spending is limited, but we continue to actively seek out the MBE vendors on OSD statewide contracts in trying to reach our target.

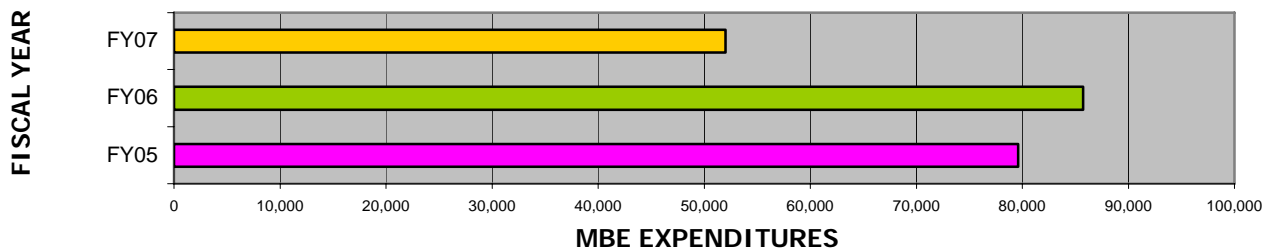
FY07 WBE Narrative

The Office of the Governor exceeded the target by \$5,590 for WBE spending in FY07 as a result of several onetime purchases of audiovisual equipment. As with any other small agency whose line item is largely personnel expenditures, our discretionary spending is limited, but we continue to actively seek out and patronize the WBE vendors on OSD statewide contracts in trying to reach our target.

Office of the Governor
Historical Spending Trend Minority Business Enterprise (MBE)

| OFFICE OF THE GOVERNOR | | | |
|------------------------|-----------------|-----------------|-----------------|
| | FY05 | FY06 | FY07 |
| Office of the Governor | \$79,607 | \$85,740 | \$57,929 |
| TOTAL | \$79,607 | \$85,740 | \$57,929 |

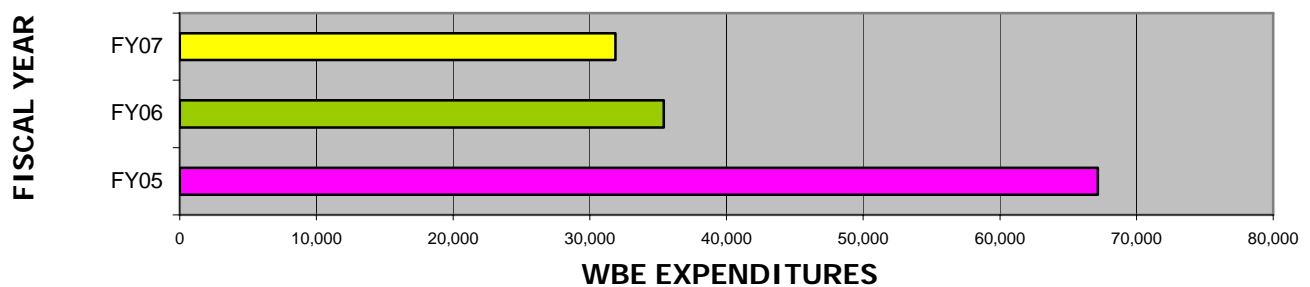
OFFICE OF THE GOVERNOR HISTORICAL MBE



Office of the Governor
Historical Spending Trend Women Business Enterprise (WBE)

| OFFICE OF THE GOVERNOR | | | |
|------------------------|-----------------|-----------------|-----------------|
| | FY05 | FY06 | FY07 |
| Office of the Governor | \$67,172 | \$35,418 | \$31,885 |
| TOTAL | \$67,172 | \$35,418 | \$31,885 |

OFFICE OF THE GOVERNOR HISTORICAL WBE



**OFFICE OF THE GOVERNOR
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE OFFICE OF THE GOVERNOR | | | | | | | | |
|--|------------|-------------|------------|-----------|--------------|--------------------------------|--------------|----------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Office of the Governor | \$149,756 | \$82,674 | (\$25,000) | \$57,674 | \$57,929 | | \$57,929 | \$256 |
| TOTAL | \$149,756 | \$82,674 | -\$25,000 | \$57,674 | \$57,929 | \$0 | \$57,929 | \$256 |

| WOMEN BUSINESS ENTERPRISE OFFICE OF THE GOVERNOR | | | | | | | | |
|---|------------|-------------|------------|-----------|--------------|--------------------------------|--------------|----------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 WBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Office of the Governor | \$149,756 | \$51,295 | (\$25,000) | \$26,295 | \$31,885 | \$0 | \$31,885 | \$5,590 |
| TOTAL | \$149,756 | \$51,295 | (\$25,000) | \$26,295 | \$31,885 | \$0 | \$31,885 | \$5,590 |

EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE (ANF)

Message from the Secretary

One of our objectives through Executive Order 390 and the Affirmative Market Program is to increase contracting opportunities for Minority and Women Business Enterprises. It is of the utmost importance that we continue to develop and foster business relationships with our minority and women-owned businesses, as they are the backbone of our economy. We look forward to implementing new and innovative initiatives aimed at encouraging full participation in all aspects of state contracting.

Leslie A. Kirwan, Secretary
Executive Office for Administration and Finance

Mission Statement

The Executive Office for Administration and Finance oversees the fiscal and administrative activities of the Executive Branch of state government. The Executive Office ensures the financial stability of state government by managing balanced operating and capital budgets.

Through its administrative services divisions, (Information Technology Division, Operational Services Division, and the Human Resources Division), the Office of the Secretary enables line agencies to focus their energy on program development and delivering quality services to the Commonwealth. To that end, the Office provides line agencies with centralized expertise and processing in the technical support areas of information technology, fiscal policy, procurement, and human resources.

Other major functional areas under the supervision of the Office of the Secretary are: tax collection, child support enforcement, support to local municipalities, group insurance evaluation, state facilities construction, and management and maintenance.

Agencies

Bureau of State Office Buildings (BSB): The Bureau's mission is to utilize a diverse workforce to carry out the statutory responsibilities of Massachusetts General Laws, Chapter 8; to provide a safe, secure workplace for customers, assuring that all who enter Bureau facilities have a pleasant business environment and can transit common areas without incident; and to efficiently maintain mechanical systems and buildings within budget, recognizing that they function as places of business, museums of art and history, and sites of public congregation.

Office of the State Comptroller: The mission of the Comptroller's Office is to increase the efficiency of back office operations across state government, thereby enhancing its delivery of services while ensuring a high level of accountability throughout the Commonwealth's financial operations and providing taxpayers assurance that tax dollars are spent for their intended purposes.

Information Technology Division: The Commonwealth's Information Technology Division is the central provider of information technology (IT) services for the 170+ agencies in the Executive Department. These services include: internet access, enterprise applications, wide area network, the official public-facing web portal (www.mass.gov), central email system, and a web and application hosting hardware, software and facilities. ITD also sets IT standards for all

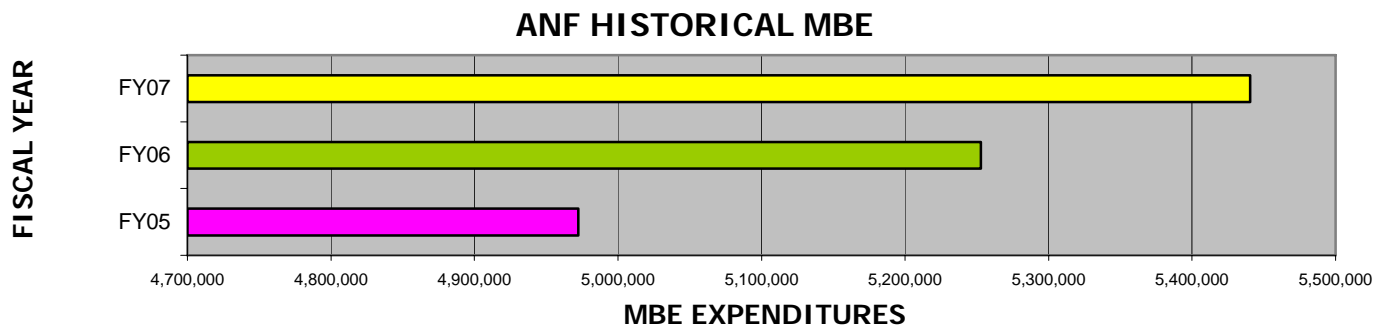
other Executive Department agencies and supports the Information Technology Advisory Board and the interagency CIO Council.

The Massachusetts Office on Disability (MOD): The MOD was created in 1981, under Chapter 6, Sec.185 of the Massachusetts General Laws. The purpose of the Office is to bring about full and equal participation of people with disabilities in all aspects of life. It works to assure the advancement of legal rights and for the promotion of maximum opportunities, supportive services, accommodations and accessibility in a manner, which fosters dignity and self-determination. MOD is the Commonwealth's Americans with Disabilities Act Coordinating Agency.

The Public Employee Retirement Administration Commission: The Public Employee Retirement Administration Commission (PERAC) was created for and is dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems. The professional, prudent, and efficient administration of these systems is the public trust of PERAC and each of the 106 public pension systems for the mutual benefit of the public employees, public employers, and citizens of Massachusetts. The stewardship of the Trust Funds for the sole purpose of providing the benefits guaranteed to the public employees qualifying under the plans is the fulfillment of the obligation of the people of the Commonwealth to those who have dedicated their professional careers to the service of the people of the Commonwealth.

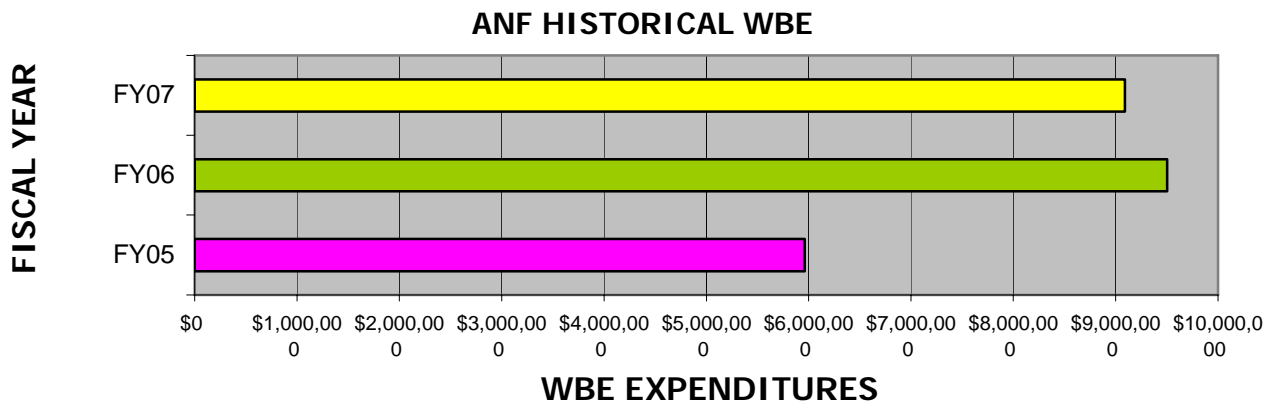
Executive Office for Administration and Finance
Historical Spending Trend-Minority Business Enterprises (MBEs)

| | FY05 | FY06 | FY07 |
|--|--------------------|--------------------|--------------------|
| Administrative Law Appeals | \$4,271 | \$1,748 | \$8,238 |
| Appellate Tax Board | \$11,897 | \$21,009 | \$3,533 |
| Bureau of State Office Buildings | \$11,465 | \$65,298 | \$668,033 |
| Civil Service Commission | \$2,661 | \$1,137 | \$3,002 |
| Department of Revenue | \$3,811,411 | \$3,108,415 | \$2,062,225 |
| Disabled Persons Protection Commission | \$20,251 | \$6,627 | \$20,797 |
| Division of Capital Asset Management and Maintenance | \$173,595 | \$65,402 | \$610,810 |
| Executive Office for Administration and Finance | \$14,239 | \$36,159 | \$24,244 |
| George Fingold Library | \$5,727 | \$4,379 | \$12,639 |
| Group Insurance Commission | \$41,651 | \$219,580 | \$291,070 |
| Human Resource Division | \$31,761 | \$44,003 | \$34,957 |
| Information Technology Division | \$612,239 | \$1,265,110 | \$945,983 |
| Mass Commission Against Discrimination | \$50,157 | \$55,628 | \$184,396 |
| Massachusetts Developmental Disabilities Council | \$6,519 | \$9,791 | \$1,322 |
| Massachusetts Office on Disability | \$13,930 | \$19,222 | \$10,587 |
| Office of Educational and Accountability | \$3,650 | \$8,098 | \$4,598 |
| Office of the State Comptroller | \$88,359 | \$146,004 | \$87,229 |
| Operational Services Division | \$20,997 | \$77,636 | \$63,000 |
| Public Employee Retirement Administration Com | \$19,355 | \$15,097 | \$184,220 |
| Teacher's Retirement Board | \$28,169 | \$82,499 | \$219,548 |
| TOTAL | \$4,972,304 | \$5,252,842 | \$5,440,431 |



Executive Office for Administration and Finance
Historical Spending Trend-Women Business Enterprises (WBEs)

| | FY05 | FY06 | FY07 |
|--|--------------------|--------------------|--------------------|
| Administrative Law Appeals | \$3,163 | \$1,890 | \$1,066 |
| Appellate Tax Board | \$11,897 | \$4,005 | \$2,993 |
| Bureau of State Office Buildings | \$531,115 | \$377,728 | \$624,191 |
| Civil Service Commission | \$17,508 | \$1,137 | \$3,002 |
| Department of Revenue | \$1,708,938 | \$3,483,098 | \$3,146,780 |
| Disabled Persons Protection Commission | \$22,617 | \$6,655 | \$21,964 |
| Division of Capital Asset Management and Maintenance | \$563,806 | \$1,268,780 | \$987,933 |
| Executive Office for Administration and Finance | \$7,681 | \$7,498 | \$6,252 |
| George Fingold Library | \$22,827 | \$58,066 | \$22,088 |
| Group Insurance Commission | \$259,453 | \$245,371 | \$399,469 |
| Human Resource Division | \$350,523 | \$199,534 | \$633,164 |
| Information Technology Division | \$1,584,275 | \$3,488,377 | \$2,758,968 |
| Mass Commission Against Discrimination | \$8,045 | \$8,403 | \$75,370 |
| Massachusetts Development Disabilities Council | \$4,661 | \$7,775 | \$9,920 |
| Mass Office on Disability | \$13,523 | \$17,521 | \$66,763 |
| Office of Educational and Accountability | \$3,650 | \$7,819 | \$3,594 |
| Office of the State Comptroller | \$756,118 | \$136,645 | \$144,912 |
| Operational Services Division | \$17,020 | \$54,516 | \$73,535 |
| Public Employee Retirement Administration Com | \$19,419 | \$57,488 | \$39,978 |
| Teacher's Retirement Board | \$53,492 | \$69,197 | \$69,896 |
| TOTAL | \$5,959,731 | \$9,501,503 | \$9,091,838 |



**EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
MBE GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | | | | | | | | |
|---|----------------------|------------------------|----------------------|-----------------------|-----------------------|--------------------------------|----------------------------|--------------------|
| | FY07 Disc. Base | 2Yr (05/06) Average | FY07 Proj. Incr | FY07 MBE Benchmark | Final Expenditures | Sub- Contractor Payments | Total FY07 Expenditures | Variance |
| Administrative Law Appeals | \$161,338 | \$3,010 | (\$1,300) | \$1,710 | \$8,182 | \$56 | \$8,238 | \$6,529 |
| Appellate Tax Board | \$167,564 | \$16,453 | (\$12,953) | \$3,500 | \$3,533 | | \$3,533 | \$33 |
| Bureau of State Office Buildings | \$5,153,833 | \$38,382 | \$558,673 | \$597,055 | \$39,610 | \$628,423 | \$668,033 | \$70,979 |
| Civil Service Commission | \$17,195 | \$1,899 | (\$700) | \$1,199 | \$3,002 | | \$3,002 | \$1,803 |
| Department of Revenue | \$57,319,575 | \$3,459,913 | (\$2,487,164) | \$972,749 | \$2,002,067 | \$60,158 | \$2,062,225 | \$1,089,476 |
| Disabled Persons Protection Commission | \$232,055 | \$13,439 | \$1,000 | \$14,439 | \$19,364 | \$1,433 | \$20,797 | \$6,358 |
| Division of Capital Asset Management and Maintenance | \$1,515,846 | \$119,499 | \$0 | \$119,499 | \$608,586 | \$2,224 | \$610,810 | \$491,312 |
| Executive Office of Administration and Finance | \$231,241 | \$25,199 | (\$5,000) | \$20,199 | \$24,244 | | \$24,244 | \$4,045 |
| George Fingold Library | \$349,881 | \$5,053 | \$0 | \$5,053 | \$12,639 | | \$12,639 | \$7,586 |
| Group Insurance Commission | \$2,252,264 | \$130,616 | \$0 | \$130,616 | \$285,228 | \$5,842 | \$291,070 | \$160,455 |
| Human Resource Division | \$1,935,068 | \$37,882 | \$0 | \$37,882 | \$18,816 | \$16,141 | \$34,957 | (\$2,925) |
| Information Technology Division | \$43,829,451 | \$938,675 | \$0 | \$938,675 | \$897,101 | \$48,882 | \$945,983 | \$7,309 |
| Massachusetts Commission Against Discrimination | \$4,214,830 | \$52,893 | \$9,740 | \$62,633 | \$180,388 | \$4,008 | \$184,396 | \$121,764 |
| Massachusetts Development Disabilities Council | \$190,618 | \$8,155 | \$0 | \$8,155 | \$1,260 | \$62 | \$1,322 | (\$6,833) |
| Massachusetts Office of Disability | \$106,223 | \$16,576 | \$0 | \$16,576 | \$10,338 | \$249 | \$10,587 | (\$5,989) |
| Office of Educational and Accountability | \$604,958 | \$5,874 | \$2,200 | \$8,074 | \$3,594 | \$1,004 | \$4,598 | (\$3,476) |
| Office of the State Comptroller | \$1,837,058 | \$117,182 | (\$33,349) | \$83,833 | \$23,201 | \$64,028 | \$87,229 | \$3,397 |
| Operational Services Division | \$554,251 | \$49,317 | \$5,000 | \$54,317 | \$51,623 | \$11,377 | \$63,000 | \$8,684 |
| Public Employee Retirement Adm. Comm. | \$1,701,430 | \$17,226 | \$0 | \$17,226 | \$60,363 | \$123,857 | \$184,220 | \$166,994 |
| Teacher's Retirement Board | \$1,472,300 | \$55,334 | (\$6,900) | \$48,434 | \$81,894 | \$137,654 | \$219,548 | \$171,114 |
| TOTAL | \$123,846,979 | \$5,112,573 | (\$1,970,753) | \$3,141,820 | \$4,335,033 | \$1,105,398 | \$5,440,431 | \$2,298,611 |

**EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
WBE GOODS AND SERVICES**

| WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | | | | | | | | |
|--|----------------------|------------------------|----------------------|-----------------------|-----------------------|--------------------------------|----------------------------|--------------------|
| | FY07 Disc. Base | 2Yr (05/06) Average | FY07 Proj. Incr | FY07 WBE Benchmark | Final Expenditures | Sub- Contractor Payments | Total FY07 Expenditures | Variance |
| Administrative Law Appeals | \$161,338 | \$2,527 | (\$1,000) | \$1,527 | \$1,066 | | \$1,066 | (\$461) |
| Appellate Tax Board | \$167,564 | \$7,951 | (\$4,451) | \$3,500 | \$2,993 | | \$2,993 | (\$507) |
| Bureau of State Office Buildings | \$5,153,833 | \$454,422 | \$93,498 | \$547,920 | \$55,315 | \$568,876 | \$624,191 | \$76,272 |
| Civil Service Commission | \$17,195 | \$9,323 | (\$8,200) | \$1,123 | \$3,002 | | \$3,002 | \$1,880 |
| Department of Revenue | \$57,319,575 | \$2,596,018 | (\$922,583) | \$1,673,435 | \$2,587,662 | \$559,118 | \$3,146,780 | \$1,473,345 |
| Disabled Persons Protection Commission | \$232,055 | \$14,636 | \$1,000 | \$15,636 | \$20,531 | \$1,433 | \$21,964 | \$6,328 |
| Division of Capital Asset Management and Maintenance | \$1,515,846 | \$916,293 | \$0 | \$916,293 | \$986,246 | \$1,687 | \$987,933 | \$71,640 |
| Executive Office of Administration and Finance | \$231,241 | \$7,590 | (\$1,000) | \$6,590 | \$6,252 | | \$6,252 | (\$338) |
| George Fingold Library | \$349,881 | \$40,447 | (\$33,000) | \$7,447 | \$22,088 | | \$22,088 | \$14,642 |
| Group Insurance Commission | \$2,252,264 | \$252,412 | \$0 | \$252,412 | \$395,463 | \$4,006 | \$399,469 | \$147,057 |
| Human Resource Division | \$1,935,068 | \$275,029 | (\$100,836) | \$174,193 | \$614,296 | \$18,868 | \$633,164 | \$458,972 |
| Information Technology Division | \$43,829,451 | \$2,536,326 | \$0 | \$2,536,326 | \$2,640,602 | \$118,366 | \$2,758,968 | \$222,642 |
| Massachusetts Commission Against Discrimination | \$4,214,830 | \$8,224 | \$325 | \$8,549 | \$50,837 | \$24,533 | \$75,370 | \$66,821 |
| Massachusetts Development Disabilities Council | \$190,618 | \$6,218 | \$0 | \$6,218 | \$7,757 | \$2,163 | \$9,920 | \$3,702 |
| Massachusetts Office of Disability | \$106,223 | \$15,522 | \$0 | \$15,522 | \$66,514 | \$249 | \$66,763 | \$51,241 |
| Office of Educational and Accountability | \$604,958 | \$5,735 | \$2,000 | \$7,735 | \$3,594 | | \$3,594 | (\$4,141) |
| Office of the State Comptroller | \$1,837,058 | \$446,382 | (\$326,382) | \$120,000 | \$44,458 | \$100,454 | \$144,912 | \$24,913 |
| Operational Services Division | \$554,251 | \$35,768 | \$15,000 | \$50,768 | \$72,961 | \$574 | \$73,535 | \$22,767 |
| Public Employee Retirement Adm. Comm. | \$1,701,430 | \$38,454 | \$0 | \$38,454 | \$39,752 | \$226 | \$39,978 | \$1,525 |
| Teacher's Retirement Board | \$1,472,300 | \$61,345 | (\$7,680) | \$53,665 | \$68,158 | \$1,738 | \$69,896 | \$16,232 |
| TOTAL | \$123,846,979 | \$7,730,617 | (\$1,293,309) | \$6,437,308 | \$7,689,547 | \$1,402,291 | \$9,091,838 | \$2,654,530 |

OPERATIONAL SERVICES DIVISION

The Operational Services Division (OSD) is an oversight agency whose primary role is to oversee and coordinate the procurement activity for commodities and services for the Commonwealth and provide policy, procedures and guidelines to our customers on how to conduct procurements in a fair, open and competitive manner. The emphasis is on teaming with customers, enhancing service delivery, providing technical assistance and facilitating procurements.

To successfully accomplish the coordination and oversight of procurements, OSD formed cross-functional Procurement Management Teams (PMTs) with state departments to share in the responsibility for creating and monitoring best value contracts for commodities and services. To ensure that the procurement process is done in accordance with proper procedure, we conduct Quality Assurance reviews as well as financial audits of human and social service contractors.

Mission Statement

OSD administers the procurement process by establishing statewide contracts for goods and services that ensure best value, provide customer satisfaction and support the socio-economic and environmental goals of the Commonwealth and by providing specific operational services.

The Affirmative Market Program

The Affirmative Market Program joined OSD seven years ago and has become an integral part of the organization. It seemed more appropriate to have the AMP Program at OSD, which will better serve the needs of the program, state departments, and other public and quasi-public agencies. Additionally, the OSD Senior Management staff is an active member of the AMP Business Advisory Board and supports the Board's initiatives which include the Business to Business Mentoring Program to assist in facilitating relationships with prime vendors to fulfill the subcontracting goals of the program and whenever practical, to support ancillary services that can be provided by minority and women (M/WBE) certified businesses.

The AMP has a critical mission that affects all M/WBEs in Massachusetts, as it relates to their participation in the state's procurement process. It is the only program that ensures that M/WBEs, of which approximately 86% are small businesses, be included in the bidding opportunities for statewide contracts and department specific procurements. And, it changed the method that the state was using to set targets for M/WBE participation from a percentage goal for each contract to having participating state departments set fiscal year spending benchmarks representing actual dollars to be spent with certified MBEs and WBEs individually.

The AMP has experienced considerable success with increasing expenditures with certified M/WBEs, training vendors, and developing procurement policies and guidance to assist departments to create effective AMP approaches in all areas of procurements including small, large and statewide contracts.

AMP Expenditures with M/WBE Primes and Subcontractors for FY06 – FY07

FY07 combined M/WBE Expenditures:

- In FY07, combined M/WBE expenditures in commodities and services increased by \$62,416,526 from FY06 showing a substantial 15% increase totaling \$488,672,661.
- In FY06, combined M/WBE statewide expenditures for commodities and services totaled \$426,256,135, an increase of \$34,583,468 or 8% over fiscal year 2005.
- MBE expenditures in FY07 increased by 8% above previous year spending totaling \$205,159,006.

- WBE expenditures in FY07 increased by 20% above previous year spending totaling \$283,513,655.

M/WBE Sub-Contractor Tracking

- FY07 M/WBE subcontractor participation totaled \$37,486,493, showing a 55% increase over FY06.
- In FY07 there were 241 certified M/WBEs who subcontracted on department contracts, and 67 certified M/WBES who subcontracted on statewide contracts for a combined total of 308 certified M/WBE subcontractors. This is an increase of 153 sub-contractors or 89% over the total number of certified M/WBEs who subcontracted in FY06.
- The increase in sub-contracting is a direct result of the AMP Plan that is required in all statewide and large department specific procurements for goods and services.

New AMP Services for FY07 include:

AMP Support Services

- One on one mentoring services for M/WBE vendors: From January 2007 to November 2007 there were 33 M/WBE vendors (an increase of 74%) participated in the AMP Business-to-Business Mentoring Program compared to 19 M/WBE participants in 2006.
- Training and development on how to become a business partner with the Commonwealth as a prime or sub-contractor is offered.
- **New Help Desk** offers information, guidance and support on the AMP program for businesses, state departments, local governmental entities and the public at large.

New AMP Procurement Training Programs

- **Introductory**: For M/WBEs new to state procurement and interested in learning how to maximize certification status, find opportunities for AMP partnerships and market to state entities.
- **Intermediate**: This training focuses on the procurement process and provides the tools necessary to compete for Commonwealth business.

New Department Training on Successful AMP Procurement Practices

- This workshop provides state department procurement staff, fiscal staff and AMP Program Coordinators with "best practices" information and skills necessary to create effective AMP approaches in the procurement process.

New In the Spotlight Brochure

- A booklet that highlights M/WBE success stories in contracting with the Commonwealth. These stories have been shared in two large statewide networking events at the State House.

New "Meet and Greet" Initiative

- To provide assistance to OSD procurement staff, prime contractors and M/WBE sub-contractors in meeting AMP objectives throughout the procurement and contract award process.

NEW AMP Frequently Asked Questions (FAQ'S)

- An online tool available on the OSD web site to provide answers to frequently asked questions about the AMP Program and the procurement process.

AMP Accomplishments:

- For FY'07 the Affirmative Market Program was funded for the first time in 7 years, through their own appropriation. This was a direct result of the interest and tenacity of the Business Advisory Board who fought vigorously for AMP's funding. As a result, the Executive Director was able to hire 2 staff members to assist in the operation/administration of the program. We are pleased that the administration continues to support this program and we look forward to working with them to strengthen the participation of minority and women businesses in doing business with the Commonwealth.
- Reaching out to the Legislature has been a key initiative for the Affirmative Market Program's Business Advisory Board (BAB) this past year. In so doing, the BAB hosted the fourth Annual Legislative Breakfast in January 2008 which has doubled in attendance, to discuss the challenges and opportunities of the AMP. All stakeholders were represented including State Senators and Representatives, M/WBE Vendors, AMP Department Coordinators and other Departmental Senior Staff. The BAB presented on the important work that the AMP does for hundreds of SOMWBA certified businesses. We continue to ask the Legislature for their support in funding for the AMP program and ask that AMP Coordinators continue to do the work they do within their respective departments to boost M/WBE expenditures both with primes and subcontractors.
- The AMP has instituted new RFR Template Language and new tools for Executive Departments when creating RFRs. OSD requires that an AMP Plan be submitted in all bids as a condition for receiving a statewide contract and state departments are required to use the AMP Plan when issuing large procurements over \$50,000.

The Operational Services Division continues to support the AMP program and its initiatives. We are committed to a procurement process that is fair, open and competitive and one which allows access and opportunity for all bidders, including minority and women-owned businesses.

Message from the Commissioner

As Commissioner of the Division of Capital Asset Management and Maintenance (DCAM) I am once again pleased to present the agency's report on minority and women business participation in DCAM's design and construction projects for Fiscal Year 2007. During Fiscal Year 2007 DCAM exceeded its Minority Business Enterprise (MBE) participation goals in design awards and construction expenditures. DCAM also exceeded its Women Business Enterprise (WBE) participation goals in design awards and construction and design expenditures. DCAM has a long-standing history of providing opportunities for meaningful participation by minority and women owned businesses in its design and construction projects and is proud to continue its record of achievement. DCAM is committed to continuing its leadership in this area by serving as a model public agency in ensuring the inclusion of minority and women businesses on agency construction projects so that the public dollars spent on Commonwealth projects are shared by all of its citizens. With the Construction Reform Law of 2004, DCAM is now utilizing the Construction Manager at Risk (CM at Risk) delivery method on many of its larger projects and is working to ensure that MBE and WBE firms are active participants in these projects and that the affirmative marketing program is fully integrated into this new delivery method. In addition DCAM now plays a broader role in working closely with the State Office of Minority and Women Business Assistance and assisting them in ensuring that all entities, including cities and towns undertaking state funded public construction projects, have the information they need to comply with the sweeping provisions of the construction reform law's municipal affirmative marketing program.

David B. Perini
Commissioner

Mission

The mission of the Division of Capital Asset Management and Maintenance (DCAM) is to serve the citizens of the Commonwealth by providing public-building construction and real estate services to state agencies. DCAM's scope of services includes planning, design, construction, capital repairs and improvements, facilities maintenance support, contractor certification and compliance, leasing, and asset management. Formerly known as the Division of Capital Planning and Operations (DCPO), the agency was created in 1980 as part of the Ward Commission reforms. DCAM fulfills its mission by working in close collaboration with its state agency clients to support their needs and objectives and does so in accordance with the highest professional and technical standards.

A Long-Standing Commitment to M/WBE Participation

DCAM has included provisions for both MBE and WBE (MBE/WBE) participation in its construction contracts for well over 20 years. MBE/WBE participation on DCAM construction projects is provided primarily by MBE/WBE subcontractors, in part because the numerous subcontracting firms on any given construction project provide the majority of hands-on construction services. Consistent with M.G.L. c 7, §40N and Executive Order 390, DCAM added provisions for MBE/WBE participation goals to its design contracts which is usually provided by consultants to the prime designer. For many years now DCAM has had MBE/WBE goals on both construction and design projects.

During the late 90's DCAM commissioned a disparity study to determine the extent to which racial and gender discrimination had limited the participation of MBE/WBEs in building construction projects of the type undertaken by DCAM; to assess the availability of MBE/WBEs to perform DCAM projects; and to provide guidance to DCAM in establishing goals for MBE/WBE participation on DCAM projects. Based on the results of the disparity study and pursuant to Executive Order 390, M.G.L. Chapter 7, §40N, and relevant U.S. Supreme Court decisions, DCAM established goals of 7.4% for MBE participation and 4% for WBE participation on its construction projects. Goals of 8% for MBE participation and 4% for WBE participation were established for design contracts. DCAM is currently reviewing these goals through an

ongoing disparity study conducted by an outside consultant and jointly commissioned with the Massachusetts Housing Finance Agency.

Achieving contract MBE/WBE goals is a priority at DCAM. Prior to the award of contracts with goals, general contractors and designers submit a Schedule of MBE/WBE Participation showing how the applicable MBE/WBE participation goals for the contract will be met. On CM at Risk projects at the time of award the Construction Managers (CM) make a commitment to meet the goals when the project reaches the phase at which subcontracting firms are procured. All MBE/WBE design and construction contract goals are subject to reduction or waiver based upon project specific circumstances.

Once the project is underway, DCAM closely monitors the contractors' and designers' performance and works with contractors to ensure that the MBE/WBE participation goals are reached or exceeded and that all MBE/WBE subcontractors and consultants perform their work. DCAM's compliance officers, engineers, project managers, and legal staff all participate in this effort. In the occasional instances in which MBE/WBE participation goals have not been met and circumstances warrant agency action, DCAM can and does assess monetary damages against the contractor or designer and may also pursue other legal avenues.

Expanded Outreach to MBEs and WBEs

Chapter 193 of the Acts of 2004, the public construction reform that was signed into law on July 19, 2004, changed public construction statutes, thresholds, and procedures to be followed for public construction projects. Among its sweeping provisions, the new law included: an MBE/WBE program requirement for state funded municipal projects; new higher thresholds for general and filed sub-bidders; DCAM certification for filed sub-bidders; prequalification requirements for both general and filed sub-bidders on certain public building projects and new alternative delivery options for awarding authorities including CM at Risk. The new law mandates that MBE and WBE goals applicable to state funded municipal projects be developed by DCAM in consultation with SOMWBA along with information about reductions or waivers of such goals in appropriate circumstances. The DCAM web site www.mass.gov/cam/ has posted the new law with related information. As part of the agency's outreach efforts, DCAM's staff have conducted seminars and given presentations on the new law and the municipal MBE/WBE program to various groups and organizations across the state.

In addition, DCAM's Compliance staff continues the agency's long-term outreach commitment by serving as panelists for MBE/WBE vendor workshops coordinated by the Commonwealth's Affirmative Market Program and for other design and construction related educational seminars. DCAM will continue its MBE/WBE education and outreach programs in FY08, and remains committed to creating opportunities for MBE/WBE firms.

FY07 MBE Narrative

DCAM exceeded its benchmarks for MBE participation in construction contract expenditures in FY07. DCAM awarded 37 new contracts for construction and renovation projects in FY07 in the amount of \$56,538,506.00. Twenty-five (25) MBE construction companies were scheduled to receive \$3,145,532.00 on these FY07 projects, accounting for 5.6% of the total construction contract dollars awarded. Of note is that award numbers alone do not reflect ultimate MBE/WBE participation, particularly on CM at Risk Projects and a significant number of CM at Risk projects were begun in FY07. On CM at Risk Projects the CM pre-construction services contract award is reported as an award in the year executed, but this is usually well before any actual construction has begun and therefore awards at this early stage do not reflect the actual future MBE/WBE participation awards that will occur at the construction phase of these projects. The following are some of the largest construction subcontracts awarded to MBE firms in FY07:

| <u>MBE Firm</u> | <u>Project</u> | <u>Contract</u> | <u>Value</u> |
|----------------------------------|-----------------------|-------------------|--------------|
| NG Environmental | Framingham State | Demolition | \$240,000 |
| General Air Conditioning | Peabody Dist. Court | HVAC | \$217,000 |
| Wildeca Corporation | Chelsea Memorial Pool | Concrete Slabs | \$210,000 |
| Environmental Source Corporation | New Fall River Court | Demolition | \$108,600 |
| Don Martin Corporation | UMass Boston | Bituminous Paving | \$108,000 |

During FY07 payments made to MBE construction contractors and subcontractors (under both contracts awarded in FY07 and contracts that extended into FY07 but awarded in prior years) were again substantial. Of \$199,456,713.00 DCAM paid to construction contractors, MBE contractors received \$16,042,057.00 in FY07, 8% of the total, exceeding the 7.4% goal¹.

DCAM also exceeded its MBE benchmarks for design contract awards and expenditures. During FY07 DCAM awarded 49 new design contracts for a total value of \$18,510,005.00. MBE designers and subconsultants were scheduled to receive subcontracts totaling \$2,034,423.00 (11%) of the total design contract dollars awarded, exceeding the 8% goal. Of \$15,174,823.00 DCAM paid to design firms in FY07, MBE designers and subconsultants received \$1,040,718.00, or 7% of the total¹.

FY07 WBE Narrative

DCAM exceeded its WBE benchmarks for contract payments on construction projects in FY07. DCAM awarded 37 new contracts for construction and renovation projects in FY07 in the amount of \$56,538,506.00. Twenty-three (23) WBE construction companies were scheduled to participate on DCAM FY07 construction projects. These WBE firms were scheduled to receive \$1,476,468.00 (2.6%) the construction contract dollars awarded by DCAM in FY07. As stated in the MBE section above, this number is not an accurate predictor of ultimate MBE/WBE expenditures as it does not reflect future construction phase MBE/WBE subcontracting awards on these CM at Risk projects that were awarded in '07 but are still in the pre-construction phase. The following are some of the largest subcontracts awarded to WBE construction contractors in FY07:

| <u>WBE Firm</u> | <u>Project</u> | <u>Contract</u> | <u>Value</u> |
|---------------------------|-----------------------|-----------------|--------------|
| C.F. Hastings Co. Inc. | Framingham State | Sitework | \$342,000 |
| Heckman Masonry | Billerica H.O.C. | Masonry | \$169,000 |
| U.E.L.. Contractors, Inc. | Chelsea Memorial Pool | Earthwork | \$165,000 |
| The Dow Company Inc. | Worcester Cty. H.O.C. | Excavation | \$113,300 |
| Folan Waterproofing | Essex County H.O.C. | Waterproofing | \$86,400 |

¹ Payments to MBE/WBE subcontractors and subconsultants are reported to DCAM quarterly by the prime contractor and designer on each contract. DCAM's MBE/WBE payment data is based on the information available to DCAM at the time that its fiscal year reports are compiled. Many DCAM projects are performed over several fiscal years. Therefore, a portion of MBE/WBE payments reported by general contractors and prime design firms in FY07 are for projects awarded during prior fiscal years. MBE and WBE participation goals on DCAM projects may be waived or reduced under specific criteria.

DCAM paid \$199,456,713.00 to construction contractors during FY07. WBE firms on DCAM construction projects received payments totaling \$16,788,900.00 during FY07, or 8.4% of the total expenditure, significantly exceeding the 4% WBE goal.¹

During FY07 DCAM awarded 49 new design contracts for a total value of \$18,510,005.00. WBE designers and subconsultants were scheduled to receive subcontracts totaling \$852,377.00 (4.6%) of the total design contract dollars awarded, exceeding the 4% WBE goal. DCAM paid \$15,174,823.00 to design firms in FY07. Payments to WBE designers and subconsultants on all design contracts in FY07 totaled \$772,350.00, or 5% of the total design expenditures again exceeding the goal¹.

DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE (DCAM)

CONSTRUCTION & DESIGN

**DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

| DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE | | | | | | |
|---|----------------------------|-------------------------|---------------------|---------------------|------------------------------------|------------------------|
| FY07 CONSTRUCTION EXPENDITURES | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY07 Expenditures (Col. 3+4) | VARIANCE (Col. 5-2) |
| Division of Capital Asset Management and Maintenance | \$199,456,713 | \$22,738,065 | \$16,042,057 | \$16,788,900 | \$32,830,957 | \$10,092,891 |
| TOTAL | \$199,456,713 | \$22,738,065 | \$16,042,057 | \$16,788,900 | \$32,830,957 | \$10,092,891 |

| DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE | | | | | | |
|---|----------------------------|-------------------------|---------------------|---------------------|------------------------------------|------------------------|
| FY07 DESIGN EXPENDITURES | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY07 Expenditures (Col. 3+4) | VARIANCE (Col. 5-2) |
| Division of Capital Asset Management and Maintenance | \$15,174,823 | \$1,729,930 | \$1,040,218 | \$772,350 | \$1,812,569 | \$82,639 |
| TOTAL | \$15,174,823 | \$1,729,930 | \$1,040,218 | \$772,350 | \$1,812,569 | \$82,639 |

**DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

| DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE | | | | | | |
|---|----------------------|-------------------------|--------------------|--------------------|------------------------------|------------------------|
| FY07 CONSTRUCTION AWARDS | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total AWARDS | FY07 M/WBE Benchmark | MBE AWARDS | WBE AWARDS | FY07 AWARDS (Col. 3+4) | VARIANCE (Col. 5-2) |
| Division of Capital Asset Management and Maintenance | \$56,538,506 | \$6,445,390 | \$3,145,532 | \$1,476,468 | \$4,622,000 | -\$1,823,390 |
| TOTAL | \$56,538,506 | \$6,445,390 | \$3,145,532 | \$1,476,468 | \$4,622,000 | -\$1,823,390 |

| DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE | | | | | | |
|---|----------------------|-------------------------|--------------------|------------------|------------------------------|------------------------|
| FY07 DESIGN AWARDS | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total AWARDS | FY07 M/WBE Benchmark | MBE AWARDS | WBE AWARDS | FY07 AWARDS (Col. 3+4) | VARIANCE (Col. 5-2) |
| Division of Capital Asset Management and Maintenance | \$18,510,005 | \$2,221,201 | \$2,034,423 | \$852,377 | \$2,886,800 | \$665,599 |
| TOTAL | \$18,510,005 | \$2,221,201 | \$2,034,423 | \$852,377 | \$2,886,800 | \$665,599 |

EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS (EOEA)

Message from the Secretary

The Executive Office of Energy and Environmental Affairs remains committed to meeting and exceeding the spending goals of our Affirmative Market Plan benchmarks. As stewards of the Commonwealth's parks and open spaces, as promoters of affordable recreational opportunities, as well as affordable, clean energy, and as the protectors of clean air and water, I strongly believe the mission of our Secretariat complements the goals set forth in Executive Order 390.

Ian A. Bowles
Secretary

Secretariat Mission Statement

The mission of the Office of the Secretary of Energy and Environmental Affairs is to develop and implement policies that safeguard public health from environmental threats; to preserve, protect and enhance the natural resources of the Commonwealth; and to ensure an adequate supply of energy that is reliable, affordable and clean.

Agencies

The **Department of Agricultural Resources'** (DAR) mission is to support, promote and enhance the long-term viability of Massachusetts agriculture with the aim of helping this state's agricultural businesses become as economically and environmentally sound as possible. By so doing, it is hoped that our farmers will continue to support and maintain thousands of acres of valuable open space for the benefit of the state's economy and environment. The Department's divisions and bureaus are working to fulfill this mission through a variety of initiatives and programs.

The **Department of Conservation and Recreation** (DCR) is composed of the Division of Water Supply Protection, Division of State Parks and Recreation, and the Division of Urban Parks and Recreation. DCR is the Commonwealth's primary land management and natural resource planning agency. It is responsible for the care and oversight of the natural, cultural, and historic resources of the Commonwealth and provides quality public recreational opportunities that are environmentally sound, affordable, and accessible to all citizens. Its statewide holdings include forests, salt and freshwater beaches, lakes and ponds, skating rinks, tennis courts, swimming pools, athletic fields, bicycle/jogging paths, playgrounds, bandstands and music shells (including the Hatch Memorial Shell on the Charles River Esplanade), historic sites and museums, golf courses, downhill ski areas, and parkways. DCR also manages a 120,000-acre watershed and reservoir system that provides water for 2.5 million people. In addition to operating and managing these facilities, DCR performs resource assessments, planning, design, construction and scientific services.

The **Department of Environmental Protection** (DEP) is responsible for protecting human health and the environment by ensuring clean air and water, the safe management and disposal of solid and hazardous wastes, the timely cleanup of hazardous waste sites and spills, and the preservation of wetlands and coastal resources.

The **Department of Fisheries and Game** (DFG) is responsible for the management and protection of the state's fisheries and wildlife, including rare and endangered species. DFG promotes protection, restoration, and ecological integrity of the Commonwealth's rivers streams, and adjacent lands, undertakes river protection and monitoring efforts, and provides boat and

canoe access at over 200 sites on coastal waters, Great Ponds and rivers. The Division of Marine Fisheries is responsible for managing the Commonwealth's marine fishery resources including shellfish and lobster. The Fisheries and Wildlife Division has stewardship responsibility for all inland wildlife, including rare and endangered species, and also provides outdoor recreation opportunities for public enjoyment.

The mission of the **Division of Energy Resources** is to implement energy policies that ensure an adequate supply of reliable, affordable and clean energy for business and residents of Massachusetts. The Division improves and streamlines energy regulation, promotes greater efficiency in all energy uses, reduces energy costs and mobilizes energy education. In April 2007, Article 87 transferred The Division of Energy Resources (ENE) from the Office of Consumer Affairs umbrella to the Executive Office of Energy and Environmental Affairs. The ENE 2007 benchmark report is listed under the Office of Consumer Affairs.

The mission of the **Department of Public Utilities** is to ensure that utility consumers are provided with the most reliable service at the lowest possible cost as determined by its orders; to protect the public safety from transportation and gas pipeline related accidents; to oversee the energy facilities siting process; and to ensure that residential ratepayers' rights are protected under regulations. In April 2007, Article 87 transferred The Department of Public Utilities (DPU) from the Office of Consumer Affairs umbrella to the Executive Office of Energy and Environmental Affairs. The DPU 2007 benchmark report is listed under the Office of Consumer Affairs.

FY07 Secretariat MBE/WBE Narrative

The agencies of the Executive Office of Energy and Environmental Affairs (EEA) employ a variety of administrative tools and strategies for expanding opportunities for minority and women owned businesses. It should be noted that per OSD guidelines, departments are mandated to utilize statewide contracts for the vast majority of discretionary spending. Departments are therefore dependent on the number of M/WBE vendors on statewide contract for demonstrating success from a procurement standpoint. Agency CFOs and AMP coordinators throughout the secretariat continue to be resourceful and aggressive in responsibly building AMP considerations into agency procurements and targeting areas of discretionary spending that can be directed towards M/WBE vendors, statewide, or otherwise.

FY07 EEA MBE/WBE Narrative

EEA as an agency exceeded both its MBE and WBE FY 2007 targets. This was accomplished primarily through IT and IT consultant expenditures in addition to several printing procurements and other assorted office-support related costs. Not surprisingly these two areas represent the vast majority of EEA's discretionary spending. FY07 MBE expenditures increased by over \$500,000 as a result of a sub-contractor credit issued by AMP for a computer lease. WBE expenditures increased 68% over the FY07 benchmark.

The Department of Agricultural Resources (DAR) is committed to the full implementation of Executive Order 390 that promotes a policy of awarding state contracts in a manner that develops and strengthens certified Minority and Women Business Enterprises (M/WBEs). In fiscal year 2007 DAR exceeded its benchmark targets for MBEs by 32% and WBEs by 246%. In fiscal year 2008 the agency has established more ambitious benchmarks and is well on its way to achieving those benchmarks. DAR is working towards making fiscal year 2008 a record breaking year in conducting business with M/WBEs. The Department anticipates working closely with the Operational Services

Division AMP staff in achieving these records and fully developing AMP strategies to incorporate the goals set forth in Executive Order 390.

Mission Statement

The Massachusetts Department of Agricultural Resources' mission is to support, promote and enhance the long-term viability of Massachusetts agriculture with the aim of helping this state's agricultural businesses become as economically and environmentally sound as possible. By so doing, it is hoped that our farmers will continue to support and maintain thousands of acres of valuable open space for the benefit of the state's economy and environment. The Department's divisions and bureaus are working to fulfill this mission through a variety of initiatives and programs.

FY07 MBE Narrative

DAR exceeded its fiscal year 2007 MBE benchmark target of \$24,000 by nearly 32%. To continue the growth in MBE spending the Department added a new contract at the end of the fiscal year for travel services with OT&T Travel Services. This non-statewide contract has already added several thousand dollars of additional MBE business to the agency's total. In fiscal year 2008 DAR will be more aggressively seeking out additional MBE vendors as it awards new contracts.

FY07 WBE Narrative

DAR exceeded its fiscal year 2007 WBE benchmark target of \$50K by over 246%. The fiscal year 2007 WBE expended amount was the second highest total for DAR in the past decade. Fiscal year 2007 WBE expenditures of \$123K were nearly 244% greater than fiscal year 2006. It is also the third year in a row of annual growth above 200 %.

The **State Reclamation Board (SRB)** is committed to the full implementation of Executive Order 390 that promotes a policy of awarding state contracts in a manner that develops and strengthens certified Minority and Women Business Enterprises (M/WBEs). In fiscal year 2007, the SRB exceeded its benchmark targets for MBEs by 10% and WBEs by 2.3%. In fiscal year 2008 the agency has established higher benchmarks and is working closely in conjunction with the Department of Agricultural Resources (DAR) and the Operational Services Division (OSD) AMP staff in achieving new AMP strategies to further increase MWBE spending.

Mission Statement

The State Reclamation Board (SRB) is comprised of nine (9) organized mosquito control projects or districts located throughout Massachusetts. All mosquito control activities of these organized agencies are performed under the aegis of the State Reclamation and Mosquito Control Board (SRMCB) pursuant to the provisions of Chapter 252 of the Massachusetts General Laws and special legislation (Acts and Resolves) that created them.

FY07 MBE Narrative

The SRB exceeded its fiscal year 2007 MBE benchmark target of \$18.3K by over ten percent. The fiscal year 2007 MBE expenditures were the second highest amount for SRB in the past decade.

FY07 WBE Narrative

The SRB exceeded its fiscal year 2007 WBE target of \$30K by 2.3%. The fiscal year 2007 WBE expenditures were the second highest amount for SRB in the last decade. In fiscal

year 2008 SRB has set a benchmark that if achieved would set a record for WBE expenditures.

The mission of the **Department of Conservation and Recreation** is to protect, promote and enhance the Commonwealth's natural, cultural and recreational resources.

FY07 M/WBE Narrative

DCR has two Affirmative Market Co-Coordiators. One serves as the RFR Committee Team Leader. He scrutinizes all RFRs to ensure that MBEs and WBEs are included among the qualified contractors and/or sub-contractors that are considered for participation on projects that are multi-trade with estimated costs in excess of \$50,000. The other member of the AMP Coordination Team is a staff member in the Office of Contract Administration. He monitors the agency's contract awards and provides assistance to other departments in creating opportunities for inclusion in contracting and procurement activity.

In FY07 DCR did not meet the ambitious benchmarks set for itself for MBE and WBE expenditures. This can be attributed to the fact that the bulk of DCR's AMP eligible expenditures are related to engineering and construction projects. The procurement of construction goods and services is dependent on a number of critical considerations, in addition to the vendor's M/WBE status. The DCR procurement team will continue to responsibly include AMP procurement evaluating criteria and highlight AMP vendors during the procurement process.

The mission of the **Department of Environmental Protection** is to ensure that air and water are clean, that toxics and hazards are managed safely, that solid and hazardous wastes are recycled, that hazardous waste sites and spills are cleaned up in a timely manner, and that wetlands and coastal resources are preserved.

FY07 M/WBE Narrative

This year at DEP we are extremely pleased with our ability to not only to once more exceed the M/WBE benchmarks, but also to continually increase our overall annual M/WBE spending. Agency-wide MBE procurements surpassed the benchmark set at \$355,294, resulting in a total expenditure of \$511,496, with a variance of \$156,202 for MBE participation. Our WBE procurements were greater than the anticipated benchmark of \$579,960 by an amount of \$372,575, which yielded an overage of \$372,575 in WBE participation.

During the next fiscal year, DEP will endeavor to continue to meet and exceed our M/WBE benchmarks. In doing this DEP will continue to implement its Procurement Plan program, which was specifically developed to monitor the agency's expenditures of the AMP for M/WBEs. The program provides a minimum reference point for each bureau's M/WBE target and continues to be met with optimism agency-wide. Its ability to incorporate all levels of staff from administrative and professional support staff to senior management has insured that DEP is making a collaborative agency-wide effort.

As always, DEP wants to insure that there remain opportunities for M/WBEs to compete for and, where appropriate, to receive contracts as well as subcontracts. And it will continue to be an active participant in all vendor-related events where the agency is able

to outreach to M/WBE vendors who are willing, ready and able to do business with the Commonwealth.

The mission of **the Department of Fish and Game** is to exercise stewardship responsibility over the Commonwealth's marine and freshwater fisheries, wildlife species, plants, and natural communities, as well as the habitats required to support these resources; to conserve and restore the state's rivers, streams, lakes, ponds, wild lands and coastal waters; and to ensure the responsible practice of hunting, trapping and fishing both inland and marine.

FY07 M/WBE Narrative

The Department of Fish and Game exceeded its overall AMP goals for Fiscal Year 2007 and is working to further increase AMP participation for Fiscal Year 2008. The Department expenditures for Fiscal Year 2007 were approximately 15% of our total discretionary expenditures, which translates into a robust 5% increase over Fiscal Year 2006; this despite the high percentage of funds spent on many specialty items such as fish pellets for which there are limited vendors.

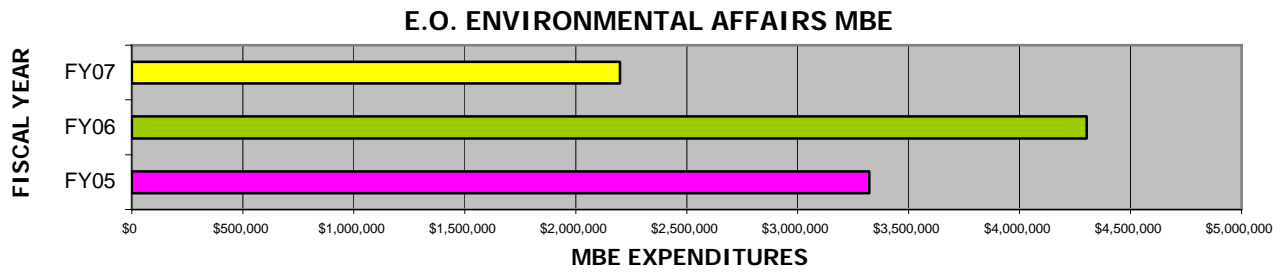
The Department has an AMP Coordinator who provides advice to the procurement staff and serves as the Department's AMP liaison.

- The Department continues to increase the percentage of expenditures on MBE/WBE firms by posting many of our small procurements -those under \$50,000- on the Operational Services Division hosted Compass website in an effort to increase exposure to potential MBE/WBE firms beyond sending RFR s out to a minimum of one MBE/WBE firm.
- The Department has also been encouraging our construction contractors to increase the percentage of MBE/WBE participation via subcontractors and ancillary expenditures.

Historical Spending Trend Minority Business Enterprise (MBE)

EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS

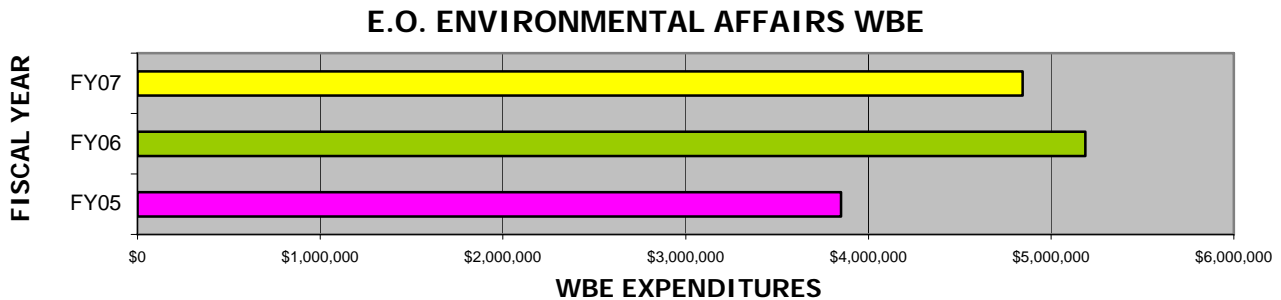
| | FY05 | FY06 | FY07 |
|---|--------------------|--------------------|--------------------|
| Department of Agricultural Resources (formerly Food and Agriculture) | \$13,215 | \$34,118 | \$31,646 |
| Department of Conservation and Recreation (formerly Metropolitan District Commission) | \$2,636,799 | \$3,365,865 | \$586,246 |
| Department of Fish and Game | \$216,399 | \$286,489 | \$308,680 |
| Environmental Protection | \$216,526 | \$494,062 | \$511,496 |
| Executive Office | \$221,650 | \$106,006 | \$740,667 |
| State Reclamation Board | \$17,774 | \$16,429 | \$20,183 |
| TOTAL | \$3,322,363 | \$4,302,969 | \$2,198,918 |



Historical Spending Trend Minority Business Enterprise (WBE)

EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS

| | FY05 | FY06 | FY07 |
|--|--------------------|--------------------|--------------------|
| Department of Agricultural Resources (Formerly Food and Agriculture) | \$23,656 | \$50,458 | \$123,091 |
| Department of Conservation and Recreation (formerly Metropolitan District Commission) | \$3,070,982 | \$3,276,443 | \$2,667,065 |
| Department of Fish and Game | \$105,459 | \$758,454 | \$575,311 |
| Environmental Protection | \$445,769 | \$714,151 | \$952,535 |
| Executive Office | \$181,588 | \$356,117 | \$495,684 |
| State Reclamation Board | \$23,275 | \$31,632 | \$30,662 |
| TOTAL | \$3,850,729 | \$5,187,255 | \$4,844,348 |



**EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS | | | | | | | | |
|---|----------------------|------------------------|--------------------|-----------------------|-----------------------|--------------------------------|----------------------------|----------------------|
| | FY07 Disc. Base | 2Yr (05/06) Average | FY07 Proj. Incr | FY07 MBE Benchmark | Final Expenditures | Sub- Contractor Payments | Total FY07 Expenditures | Variance |
| Department of Agricultural Resources | \$1,155,234 | \$23,667 | \$333 | \$24,000 | \$18,859 | \$12,787 | \$31,646 | \$7,647 |
| Department of Conservation and Recreation | \$146,476,781 | \$3,001,332 | \$90,040 | \$3,091,372 | \$574,777 | \$11,469 | \$586,246 | (\$2,505,126) |
| Department of Fish and Game | \$5,894,981 | \$251,444 | \$33,371 | \$284,815 | \$167,050 | \$141,630 | \$308,680 | \$23,865 |
| Environmental Protection | \$40,015,722 | \$355,294 | \$0 | \$355,294 | \$504,180 | \$7,316 | \$511,496 | \$156,202 |
| Executive Office of Environmental Affairs | \$9,676,561 | \$163,828 | \$16,382 | \$180,210 | \$66,207 | \$674,460 | \$740,667 | \$560,457 |
| State Reclamation Board | \$1,961,525 | \$17,102 | \$1,200 | \$18,302 | \$17,363 | \$2,820 | \$20,183 | \$1,882 |
| TOTAL | \$205,180,804 | \$3,812,666 | \$141,326 | \$3,953,992 | \$1,348,436 | \$850,482 | \$2,198,918 | (\$1,755,074) |

**EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| WOMAN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS | | | | | | | | |
|--|----------------------|------------------------|--------------------|-----------------------|-----------------------|--------------------------------|----------------------------|------------------|
| | FY07 Disc. Base | 2Yr (05/06) Average | FY07 Proj. Incr | FY07 WBE Benchmark | Final Expenditures | Sub- Contractor Payments | Total FY07 Expenditures | Variance |
| Department of Agricultural Resources | \$1,155,234 | \$37,057 | \$12,943 | \$50,000 | \$118,543 | \$4,548 | \$123,091 | \$73,091 |
| Department of Conservation and Recreation | \$146,476,781 | \$3,173,713 | \$95,211 | \$3,268,924 | \$2,650,750 | \$16,315 | \$2,667,065 | (\$601,859) |
| Department of Fish and Game | \$5,894,981 | \$431,957 | \$59,970 | \$491,927 | \$493,835 | \$81,476 | \$575,311 | \$83,384 |
| Environmental Protection | \$40,015,722 | \$579,960 | \$0 | \$579,960 | \$943,190 | \$9,345 | \$952,535 | \$372,575 |
| Executive Office of Environmental Affairs | \$9,676,561 | \$268,853 | \$26,885 | \$295,738 | \$482,270 | \$13,414 | \$495,684 | \$199,947 |
| State Reclamation Board | \$1,961,525 | \$27,454 | \$2,500 | \$29,954 | \$30,510 | \$152 | \$30,662 | \$709 |
| TOTAL | \$205,180,804 | \$4,518,993 | \$197,509 | \$4,716,502 | \$4,719,098 | \$125,250 | \$4,844,348 | \$127,847 |

EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES (EOHHS)

Message from the Secretary

As the Commonwealth's largest Secretariat, the Executive Office of Health and Human Services has a greater opportunity to partner with Minority and Women-owned businesses. We strive to develop, form, and maintain a diverse network of providers. This is particularly important for our Secretariat, as many of these organizations are uniquely suited to serve our clients. The goal of this Administration is to meet and exceed our FY2008 benchmarks, as well as be a model for our sixteen agencies. EOHHS as a secretariat, purchases more than \$2.5 billion in human and social services annually. It is important to us to make an effort made to be more systematic in recruiting and contracting with organizations that show evidence of some level of cultural/linguistic competence.

JudyAnn Bigby
Secretary

Mission Statement

The Executive Office of Health and Human Services will work to achieve the highest levels of health and well-being for all residents of Massachusetts. Each one of us, through our collective contributions, is dedicated to addressing the diversity of need across the Commonwealth and ensuring access to high quality, comprehensive, convenient, and effective integrated services to enable all residents of the Commonwealth to be as healthy and independent as possible.

FY07 MBE Narrative

During fiscal year 2007 Secretariat agencies continued to lead the Commonwealth in Minority Business Enterprise (MBE) expenditures, which totaled \$151,626,010. Eleven (11) of our sixteen (16) agencies exceeded their MBE spending from last fiscal year, again reflecting the commitment of the Secretariat to work with MBE community-based organizations to provide health and human services.

FY07 WBE Narrative

This was our ninth year of systematically and actively reaching out to Women Business Enterprises (WBE's). We spent \$223,917,122 on WBE's, exceeding our total from last year of \$184,967,186. Fifteen (15) of our sixteen (16) agencies exceeded their benchmarks.

Accomplishment and Initiatives

- EOHHS exceeded the benchmarks by \$1.11M in the MBE and the \$3.5M in the WBE in FY07 based on actual spending in Information Technology services.
- EOHHS has increased attendance and regular meeting through the office of the Affirmative Market Program.
- In a coordinated effort, the EOHHS Accounting Unit works directly with M/WBE businesses to access to state contracts by encouraging them to work directly with us. M/WBE businesses have begun to contact our departments directly and we have formed more partnerships than ever.
- EOHHS understands that communication is essential to maintaining these partnerships and will continue to follow this principle of inclusiveness to make sure that we get accurate information

out to W/MBE businesses. We strive to provide the W/MBE with the information they need to access the goods and services that we are buying.

- The Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH) anticipated a problem with FY07 AMP benchmarks due to one-time expenses in FY06. With this in mind, MCDHH set realistic benchmarks for FY07 that allowed them to not only increase their spending but surpass it by 215%.
- The Department of Public Health (DPH) exceeds both their Minority and Women-owned benchmarks for FY07. They are committed to finding new opportunities to meet and exceed these benchmarks.
- The Department of Mental Health (DMH) exceeded their WBE FY07 benchmark by \$3.1 million. This was their highest WBE spending in four years.
- The Department of Social Services (DSS) exceeded their Affirmative Market Program benchmark numbers by over \$6M in Fiscal Year 2007. This was due largely to the Department's strong commitment to diversity and cultural competence maintained through strong partnerships with Women and Minority Businesses. Specifically, their relationship with the Women's Business Justice Resources Institute is an example of their success with a 14% increase in expenditures compared to Fiscal Year 2006.
- In Fiscal Year 2007, the Department of Mental Retardation (DMR) exceeded their previous year's numbers by 17 million dollars. This substantial increase can be attributed to the agency's continued commitment to and valuing of their Women and Minority Business Providers. This began a number of years ago when DMR identified the W/BE's in their system. These businesses were notified and encouraged to obtain their SOMWBA certification. Throughout the years, DMR continues to guide and educate their providers through the state certification process.

Agencies:

Executive Office of Elder Affairs: The Office of Elder Affairs promotes the independence and well-being of elders and people needing medical and social supportive services by providing advocacy, leadership, and management expertise to maintain a continuum of services responsive to the needs of their constituents, families and caregivers.

Department of Mental Health (DMH): The Department of Mental Health, as the State Mental Health Authority, assures and provides access to services and supports to meet the mental health needs of individuals of all ages, enabling them to live, work and participate in their communities. The Department establishes standards to ensure effective and culturally competent care to promote recovery. The Department sets policy, promotes self-determination, protects human rights and supports mental health training and research. This critical mission is accomplished by working in partnership with other state agencies, individuals, families, providers and communities.

The Department of Youth Services (DYS): The Department of Youth Services is the juvenile justice agency of the Commonwealth of Massachusetts. Our mission is to protect the public and prevent crime by promoting positive change in the lives of youth committed to our custody, and by partnering with communities, families, government,

and provider agencies toward this end. We accomplish this mission through interventions that build knowledge, develop skills and change the behavior of the youth in our care.

Public Health (DPH): The Department of Public Health is dedicated to serve all the people in the Commonwealth, particularly the under served, and to promote healthy people, healthy families, and healthy communities. This is accomplished by supporting the development and growth of community based organizations who provide public health services to the people we serve.

Department of Social Services (DSS): The Department's statutory mission is to direct its efforts first to the strengthening and encouragement of family life for the protection and care of children; to assist and encourage the use by any family of all available resources to this end; and to provide substitute care of children only when the family itself or the resources available to the family are unable to provide the necessary care and protection to insure the rights of any child to sound health and normal physical, mental, spiritual and moral development.

Office for Refugees and Immigrants (ORI): The mission of the Office for Refugees and Immigrants is to promote the full participation of refugees and immigrants as self-sufficient individuals and families in the economic, social, and civic life of Massachusetts. ORI's commitment to supporting the development and growth of MBEs and WBEs is an important part of this mission.

Dept. of Veterans' Services (DVS): The mission of the Department of Veterans' Services is to be the leading advocate for the more than half-million veterans of the Commonwealth and their families and survivors. DVS establishes policy, proposes legislation, ensures adequate funding for veterans programs is included in the Governor's budget, and represents the interests of veterans in matters coming before the General Court.

In addition, DVS represents all state agencies and individual veterans before the federal Department of Veterans Affairs in securing federal compensation and other benefits that might be available. It administers the needs-based benefits program (M.G.L. C. 115) through Veterans' Agents in each municipality of the Commonwealth, and also provides state funding to organizations offering homeless shelter, transitional housing, and outreach services to veterans.

The Soldiers' Home in Holyoke (HLY): The mission of the Soldiers' Home in Holyoke is to provide, with honor and dignity, the highest quality of personal health care services to Massachusetts Veterans. Our vision is to be recognized as the health care provider of choice for all veterans residing in the Commonwealth of Massachusetts. The Soldiers' Home in Holyoke exceeded the projection for MBE and WBE spending and will strive to continue its efforts to promote MBE and WBE spending.

The Division of Health Care Finance and Policy (HCF): The Division of Health Care Finance and Policy continues to explore new opportunities to contract with MBE/WBE vendors on contracts and services. The Division gives preference to MBE/WBE vendors when grading contracts that we put out to bid by rewarding them with bonus points on the scoring. The Affirmative Market Coordinator meets with the Fiscal staff in order to keep them up to date with which vendors under state contract are certified MBE/WBE vendors.

The Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH):

The Massachusetts Commission for the Deaf and Hard of Hearing is the principal agency in the Commonwealth on behalf of people of all ages who are deaf and hard of hearing. All functions and services are carried out in order to enable deaf and hard of hearing individuals to access information, services, education, and opportunities which will be equal to those of able-bodied people who hear and which will enable each deaf and hard of hearing individual to live productively and independently while assuming fullest responsibilities as a citizen.

The Commission for the Blind (MCB): The Commission for the Blind continues to strive to meet or exceed its spending target for Woman and Minority owned Businesses. To this end The Commission continues to seek out joint ventures and partnerships involving M/WBE's thus increasing the participation of M/WBE's in state contracting. This is consistent with the agency goals of assuring that the cultural and ethnic diversity of vendors, consumers and staff are respected in the design and delivery of services and ensuring that through recruitment, retention, advancement, and monitoring, the workforce of the Massachusetts Commission for the Blind reflects the diversity of the population it serves along with the service providers.

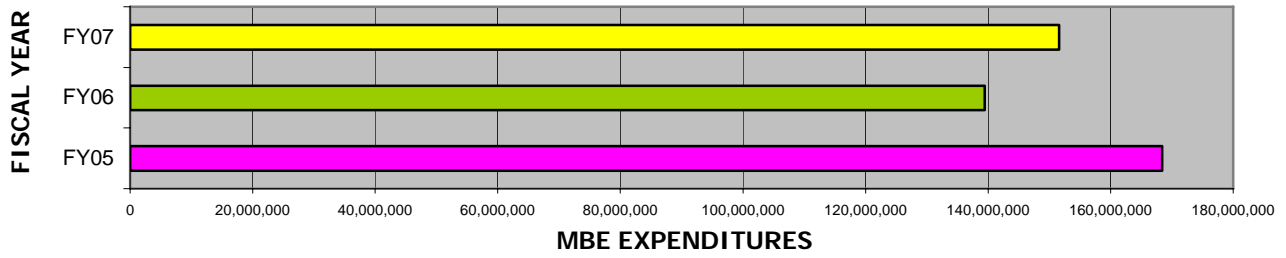
Mass Rehab Commission (MRB): The Mass Rehab Commission's primary purpose is to serve individuals with disabilities. Within that context, we direct as much of our eligible purchasing power as we can to the W/MBE program as outlined by Executive Order 390.

Executive Office of Health and Human Services Historical Spending Trend-Minority Business Enterprises (MBEs)

| | FY05 | FY06 | FY07 |
|--|----------------------|----------------------|----------------------|
| Department of Elder Services | \$18,670,440 | \$21,612,796 | \$25,708,852 |
| Department of Mental Health | \$14,751,485 | \$14,838,565 | \$14,792,873 |
| Department of Mental Retardation | \$27,372,355 | \$29,148,249 | \$31,227,369 |
| Department of Public Health | \$23,272,174 | \$26,145,636 | \$29,224,313 |
| Department of Social Services | \$24,262,199 | \$25,251,506 | \$27,402,893 |
| Department of Transitional Assistance | \$10,660,177 | \$13,963,940 | \$14,858,634 |
| Department of Veteran's Services | \$466,951 | \$588,101 | \$439,597 |
| Department of Youth Services | \$5,809,769 | \$3,301,161 | \$2,474,285 |
| Division of Health Care Finance & Policy | \$65,659 | \$41,440 | \$61,537 |
| Executive Office | \$1,777,203 | \$1,938,086 | \$2,268,898 |
| Holyoke Soldiers' Home | \$212,265 | \$132,425 | \$112,767 |
| Massachusetts Commission For Deaf & Hard of Hearing | \$18,589 | \$23,045 | \$16,694 |
| Massachusetts Commission for the Blind | \$56,333 | \$57,953 | \$55,768 |
| Massachusetts Office for Refugees and Immigrants | \$829,728 | \$627,027 | \$997,971 |
| Massachusetts Rehabilitation Commission | \$1,204,139 | \$1,427,127 | \$1,703,873 |
| Office for Child Care Services | \$38,754,712 | * | * |
| Soldiers Home in Massachusetts (formerly Chelsea Soldier's Home) | \$239,028 | \$316,928 | \$279,686 |
| TOTAL | \$168,423,206 | \$139,413,985 | \$151,626,010 |

* This department moved to the Department of Education Secretariat in FY06

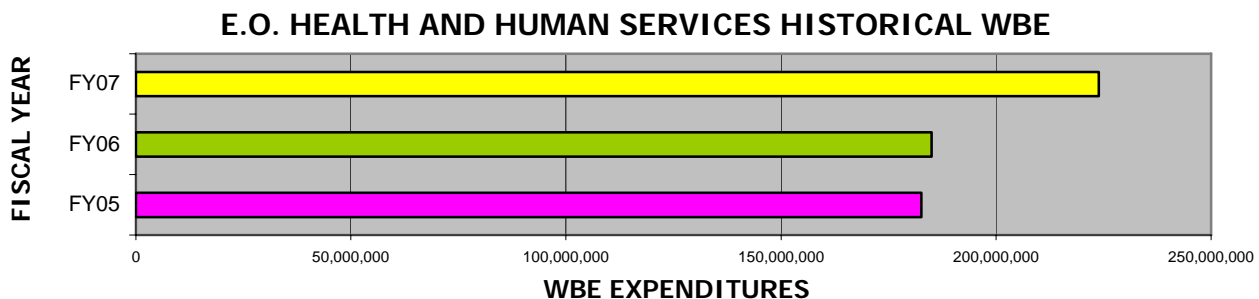
E.O. HEALTH AND HUMAN SERVICES HISTORICAL MBE



**Executive Office of Health and Human Services
Historical Spending Trend-Women Business Enterprises (WBEs)**

| | FY05 | FY06 | FY07 |
|--|----------------------|----------------------|----------------------|
| Department of Elder Services | \$5,636,977 | \$8,846,131 | \$14,094,734 |
| Department of Mental Health | \$33,711,626 | \$35,023,510 | \$37,487,563 |
| Department of Mental Retardation | \$48,664,374 | \$54,833,923 | \$69,619,845 |
| Department of Public Health | \$16,063,749 | \$21,996,740 | \$25,029,242 |
| Department of Social Services | \$32,059,751 | \$36,913,972 | \$43,694,166 |
| Department of Transitional Assistance | \$6,326,311 | \$7,877,456 | \$9,271,965 |
| Department of Veteran's Services | \$159,949 | \$351,017 | \$242,816 |
| Department of Youth Services | \$3,592,492 | \$4,008,035 | \$5,116,960 |
| Division of Health Care Finance & Policy | \$48,759 | \$197,625 | \$339,206 |
| Executive Office | \$5,189,959 | \$8,583,854 | \$11,037,458 |
| Holyoke Soldiers' Home | \$26,390 | \$16,263 | \$57,074 |
| Massachusetts Commission For Deaf & Hard of Hearing | \$42,283 | \$130,156 | \$112,292 |
| Massachusetts Commission for the Blind | \$435,597 | \$529,588 | \$785,100 |
| Office for Child Care Services | \$26,512,501 | * | * |
| Office for Refugees and Immigrants | \$10,448 | \$4,507 | \$7,728 |
| Massachusetts Rehabilitation Commission | \$4,044,024 | \$5,572,626 | \$6,879,314 |
| Soldiers' Home in Massachusetts (Formerly Chelsea Soldiers Home) | \$77,012 | \$81,783 | \$141,659 |
| TOTAL | \$182,602,202 | \$184,967,186 | \$223,917,122 |

** This department moved to Department of Education Secretariat in FY06



**EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
MBE GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | | | | | | | | |
|---|------------------------|------------------------|--------------------|-----------------------|-----------------------|--------------------------------|----------------------------|---------------------|
| | FY07 Disc. Base | 2Yr (05/06 Average) | FY07 Proj. Incr | FY07 MBE Benchmark | Final Expenditures | Sub- Contractor Payments | Total FY07 Expenditures | Variance |
| Department of Elder Services | \$233,993,715 | \$20,141,618 | \$441,610 | \$20,583,228 | \$18,973,998 | \$6,734,854 | \$25,708,852 | \$5,125,624 |
| Department of Mental Health | \$413,293,691 | \$14,795,025 | \$0 | \$14,795,025 | \$14,404,030 | \$388,843 | \$14,792,873 | (\$2,152) |
| Department of Mental Retardation | \$879,161,086 | \$28,260,302 | \$100,000 | \$28,360,302 | \$31,200,600 | \$26,769 | \$31,227,369 | \$2,867,067 |
| Department of Public Health | \$446,856,243 | \$24,708,905 | \$1,307,281 | \$26,016,186 | \$29,165,029 | \$59,284 | \$29,224,313 | \$3,208,127 |
| Department of Social Services | \$570,766,047 | \$24,756,853 | \$1,500,000 | \$26,256,853 | \$26,794,950 | \$607,943 | \$27,402,893 | \$1,146,040 |
| Department of Transitional Assistance | \$145,533,777 | \$12,312,059 | \$779,895 | \$13,091,954 | \$14,810,831 | \$47,803 | \$14,858,634 | \$1,766,681 |
| Department of Veterans' Services | \$8,126,475 | \$527,526 | (\$122,526) | \$405,000 | \$438,459 | \$1,138 | \$439,597 | \$34,597 |
| Department of Youth Services | \$112,156,709 | \$4,555,465 | \$328,442 | \$4,883,907 | \$2,465,003 | \$9,282 | \$2,474,285 | (\$2,409,622) |
| Division of Health Care Finance and Policy | \$6,750,277 | \$53,550 | (\$28,000) | \$25,550 | \$34,985 | \$26,552 | \$61,537 | \$35,988 |
| Executive Office of Health and Human Services | \$128,796,295 | \$1,857,645 | (\$700,000) | \$1,157,645 | \$2,215,093 | \$53,805 | \$2,268,898 | \$1,111,254 |
| Holyoke's Soldiers Home | \$4,986,691 | \$172,345 | (\$53,732) | \$118,613 | \$106,903 | \$5,864 | \$112,767 | (\$5,846) |
| Mass. Commission for Deaf & Hard of Hearing | \$2,670,877 | \$20,817 | (\$6,585) | \$14,232 | \$15,924 | \$770 | \$16,694 | \$2,462 |
| Mass. Commission for the Blind | \$17,224,745 | \$57,143 | \$600 | \$57,743 | \$49,866 | \$5,902 | \$55,768 | (\$1,975) |
| Mass. Office for Refugee and Immigrants | \$5,318,994 | \$728,378 | \$35,000 | \$763,378 | \$996,873 | \$1,098 | \$997,971 | \$234,594 |
| Mass. Rehabilitation Commission | \$85,461,686 | \$1,315,633 | \$10,000 | \$1,325,633 | \$1,664,390 | \$39,483 | \$1,703,873 | \$378,240 |
| Soldiers' Home in Massachusetts | \$6,549,183 | \$277,978 | \$3,000 | \$280,978 | \$268,407 | \$11,279 | \$279,686 | (\$1,292) |
| TOTAL | \$3,067,646,491 | \$134,541,240 | \$3,594,985 | \$138,136,225 | \$143,605,341 | \$8,020,669 | \$151,626,010 | \$13,489,785 |

**EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | | | | | | | | |
|--|------------------------|------------------------|--------------------|-----------------------|-----------------------|--------------------------------|----------------------------|---------------------|
| | FY07 Disc. Base | 2Yr (05/06 Average) | FY07 Proj. Incr | FY07 MBE Benchmark | Final Expenditures | Sub- Contractor Payments | Total FY07 Expenditures | Variance |
| Department of Elder Services | \$233,993,715 | \$7,241,554 | \$311,945 | \$7,553,499 | \$211,142 | \$13,883,592 | \$14,094,734 | \$6,541,235 |
| Department of Mental Health | \$413,293,691 | \$34,367,568 | \$0 | \$34,367,568 | \$36,330,974 | \$1,156,589 | \$37,487,563 | \$3,119,995 |
| Department of Mental Retardation | \$879,161,086 | \$51,749,149 | \$150,000 | \$51,899,149 | \$69,590,089 | \$29,756 | \$69,619,845 | \$17,720,697 |
| Department of Public Health | \$446,856,243 | \$19,030,245 | \$803,187 | \$19,833,432 | \$24,866,350 | \$162,892 | \$25,029,242 | \$5,195,811 |
| Department of Social Services | \$570,766,047 | \$34,486,862 | \$3,000,000 | \$37,486,862 | \$43,446,809 | \$247,357 | \$43,694,166 | \$6,207,304 |
| Department of Transitional Assistance | \$145,533,777 | \$7,101,884 | \$1,004,379 | \$8,106,263 | \$8,999,964 | \$272,001 | \$9,271,965 | \$1,165,703 |
| Department of Veterans' Services | \$8,126,475 | \$255,483 | (\$50,483) | \$205,000 | \$241,120 | \$1,696 | \$242,816 | \$37,816 |
| Department of Youth Services | \$112,156,709 | \$3,800,264 | \$273,993 | \$4,074,257 | \$5,063,892 | \$53,068 | \$5,116,960 | \$1,042,704 |
| Division of Health Care Finance and Policy | \$6,750,277 | \$123,192 | \$160,000 | \$283,192 | \$330,708 | \$8,498 | \$339,206 | \$56,014 |
| Executive Office of Health and Human Services | \$128,796,295 | \$6,886,907 | \$613,093 | \$7,500,000 | \$10,732,129 | \$305,329 | \$11,037,458 | \$3,537,459 |
| Holyoke's Soldiers Home | \$4,986,691 | \$21,327 | (\$8,040) | \$13,287 | \$45,670 | \$11,404 | \$57,074 | \$43,788 |
| Mass. Commission for Deaf & Hard of Hearing | \$2,670,877 | \$86,220 | (\$50,744) | \$35,476 | \$111,583 | \$709 | \$112,292 | \$76,817 |
| Mass. Commission for the Blind | \$17,224,745 | \$482,593 | \$55,000 | \$537,593 | \$782,074 | \$3,026 | \$785,100 | \$247,508 |
| Mass. Office for Refugee and Immigrants | \$5,318,994 | \$7,478 | \$340 | \$7,818 | \$7,471 | \$257 | \$7,728 | (\$90) |
| Mass. Rehabilitation Commission | \$85,461,686 | \$4,808,325 | \$25,000 | \$4,833,325 | \$6,791,277 | \$88,037 | \$6,879,314 | \$2,045,989 |
| Soldier's Home in Massachusetts | \$6,549,183 | \$79,398 | \$1,000 | \$80,398 | \$120,295 | \$21,364 | \$141,659 | \$61,262 |
| TOTAL | \$3,067,646,491 | \$170,528,444 | \$6,288,670 | \$176,817,114 | \$207,671,547 | \$16,245,575 | \$223,917,122 | \$47,100,008 |

Executive Office of Public Safety & Homeland Security

Message from the Secretary

I am pleased to present this year's report of our Secretariat's participation in the Affirmative Market Program. We as a Secretariat are committed to creating more opportunities and better outcomes for all citizens. I am encouraged by the strength of that commitment when we realize sustained and measurable accomplishments in the Affirmative Market Program, even as our agencies face significant decreases in their discretionary income levels. Together we can and do make every effort to grow our economy in a safe and secure Commonwealth.

Kevin M. Burke
Secretary

Mission Statement

The Executive Office of Public Safety seeks to ensure the safety, security, and preparedness of the Commonwealth, its citizens and their properties by overseeing and developing policies and programs relative to public safety, criminal justice, law enforcement, homeland security, and emergency preparedness. Our Secretariat fosters an environment of innovation and collaboration among our agencies and their constituencies that inspires openness and accessibility in the belief that an informed citizenry will be less fearful and better able to participate in the creation of peaceful and accessible public spaces. We continue to incorporate into our service delivery emerging technology applications and evidence-based best practices.

FY07 MBE Narrative

Although overall discretionary income increased statewide, our public safety agencies experienced a substantial decrease of 28% in the amount of discretionary funding available to them. Nevertheless, together our agencies continued to sustain comparable levels of MBE spending as a percentage of total discretionary base spending. The Secretariat exceeded its own expectations - total MBE expenditures that were 10% higher than its total benchmark and five of our thirteen agencies (38%) that met or exceeded their individual MBE benchmarks. Most notably, we wish to acknowledge the efforts of our AMP teams at Department of State Police, Executive Office of Public Safety, Merit Rating Board, Military Division, and Sex Offender Registry Board.

FY07 WBE Narrative

Overall, our agencies sustained comparable levels of WBE spending as a percentage of total discretionary base spending. This resulted in WBE spending of nearly 99% of last year's WBE spending - a heartening statistic given the Secretariat-wide 28% decrease in total discretionary base spending. Seven of our thirteen agencies (54%) met or exceeded their WBE benchmarks. We wish to recognize the accomplishments of our AMP teams at Municipal Police Training Committee, Department of Correction, Department of State Police, Department of Public Safety, Merit Rating Board, Military Division, and Parole Board.

Accomplishments and Initiatives

We are proud of the collaborative efforts among our agencies as we continue to produce measurable and positive results. We are truly proud of our three agencies that met or exceeded their spending benchmarks in both Minority-Owned and Women-Owned businesses: Department of State Police, Merit Rating Board, and Military Division. We are encouraged by our ability to sustain MBE- and WBE-spending levels even as we experience deep cuts in the discretionary funding available to us. We will

continue to embrace the goals of the AMP at our own agencies in order to enable additional opportunities for our minority, women, and disadvantaged business communities.

Agencies:

The Executive Office

The Executive Office of Public Safety (EOPS) is the planning and management arm of the Commonwealth's public safety efforts. At the Executive Office, our staff supports, supervises, and provides planning and guidance to a variety of Massachusetts public safety agencies, boards and commissions. Some of the initiatives that operate directly from the Executive Office are the Statewide Emergency Telecommunications Board, the Programs Division and the Governor's Highway Safety Bureau.

Office of the Chief Medical Examiner

The Office of the Chief Medical Examiner (CME) determines the cause and manner of death in cases under its jurisdiction. The agency accomplishes this mission through case investigations and through the performance of autopsies and laboratory studies.

Criminal History Systems Board

The Massachusetts Criminal History Systems Board (CHSB) serves as the hub for information services for the law enforcement and criminal justice communities. The CHSB operates the Commonwealth's Criminal Justice Information System, connecting 276 local police departments. The CHSB is also responsible for the administration of the Criminal Offender Record Information (CORI) statute.

Municipal Police Training Council

The Municipal Police Training Council (MPTC) provides the training for municipal police officers. MPTC develops and administers municipal training schools and courses for new officers, as well as the yearly in-service refresher course and a variety of specialized courses.

Department of Correction

The Massachusetts Department of Correction (DOC) operates the Commonwealth's prison system. The Superintendents at each of the DOC prisons manage the day-to-day operations of their facilities, and are responsible for the more than 10,000 inmates incarcerated in the state's prison system. The DOC currently employs nearly 5,000 Correction Officers, Correctional Program Officers, and other security, support, and training staff.

Department of Fire Services

The Department of Fire Services (DFS) provides for firefighter safety through policy development and training. The DFS also operates the Massachusetts Firefighting Academy. The Department, led by the Office of the State Fire Marshal, also assists and supports the fire service community in protecting the lives and property of the citizens of the Commonwealth.

Department of Public Safety

The Department of Public Safety (DPS) promotes public safety and awareness in Massachusetts through a variety of boards and commissions, and through licensing and inspections performed by the divisions within the department. The Department of Public Safety includes the Architectural Access Board (AAB) and the Board of Building Standards and Regulations (BBS).

Department of State Police

The Massachusetts State Police (MSP) is the oldest state police department in the nation. Today's State Police consists of more than 2,200 sworn and civilian personnel committed to providing quality policing to the citizens of the Commonwealth by ensuring safe roadways, reducing violence, preventing crime, and providing leadership in times of disaster and critical incidents.

Massachusetts Emergency Management Agency

The Massachusetts Emergency Management Agency (MEMA) coordinates federal, state, local and private resources throughout the Commonwealth during times of disasters and emergencies. In addition, MEMA's day-to-day operation is vital in preparing the Commonwealth for whatever man-made or natural challenges it may face.

Merit Rating Board

The Merit Rating Board's (MRB) primary mission is the administration of the safe driver insurance plan, as promulgated by the Commissioner of Insurance. The Merit Rating Board maintains driving history records consisting of motor vehicle violations, at-fault accidents and comprehensive claims. As the entry point of the Civil Motor Vehicle Infraction process, the Merit Rating Board plays a critical role in the distribution of \$25.8 million dollars annually in fines collected for civil motor vehicle violations to the cities and towns. The Merit Rating Board also provides monthly traffic citation summary reports for every Massachusetts police department.

Massachusetts Military Division (National Guard)

The Massachusetts National Guard (MIL) is the only militia with a federal and state mission. The Guard's federal mission is to provide trained units and individuals to augment the active component in time of war or national emergency. The state mission is to provide the Commonwealth with organized units, equipped and trained to function effectively in the protection of life, property and the preservation of peace, order and public safety. The Guard accomplishes these missions with a force of 11,974 army and air men and women, commanded by the Adjutant General, with 62 armories located throughout the Commonwealth.

Parole Board

The Massachusetts Parole Board (PAR) is responsible for successfully reintegrating suitable offenders into the community through supervised, conditional release. The Parole Board makes impartial, balanced release decisions and clemency recommendations. Release decisions allow selected inmates to serve a portion of their sentence in the community under strict supervision, subject to specific rules and regulations. The Parole Board may modify conditions of release or, with just cause, return a parolee to custody. The Parole Board's Victim Services Unit provides information, referrals and support services to crime victims and their family members. The Unit also solicits victim input so that parole decisions are made in as informed a manner as possible, and provides assistance and support to crime victims during parole hearings. The Parole Board also provides victims access to specified parole hearings.

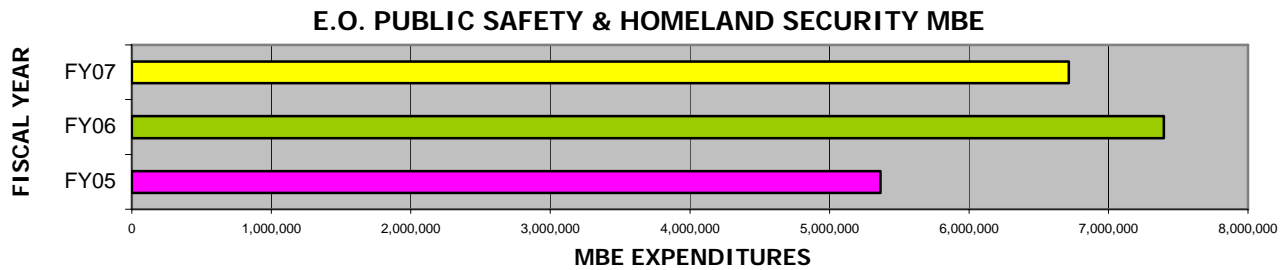
Sex Offender Registry Board

The Sex Offender Registry Board (SORB) is the State public safety agency responsible for protecting vulnerable members of our communities from sex offenders. The Board is responsible for promulgating guidelines for determining a sex offender's level of risk of re-offense and the degree of dangerousness posed to the public, as well as providing relief from the obligation to register. In addition, the Board is responsible for developing guidelines for use by city and town police departments in disseminating sex offender registry information.

**Executive Office of Public Safety & Homeland Security
Historical Spending Trend Minority Business Enterprise (MBE)**

EXECUTIVE OFFICE OF PUBLIC SAFETY

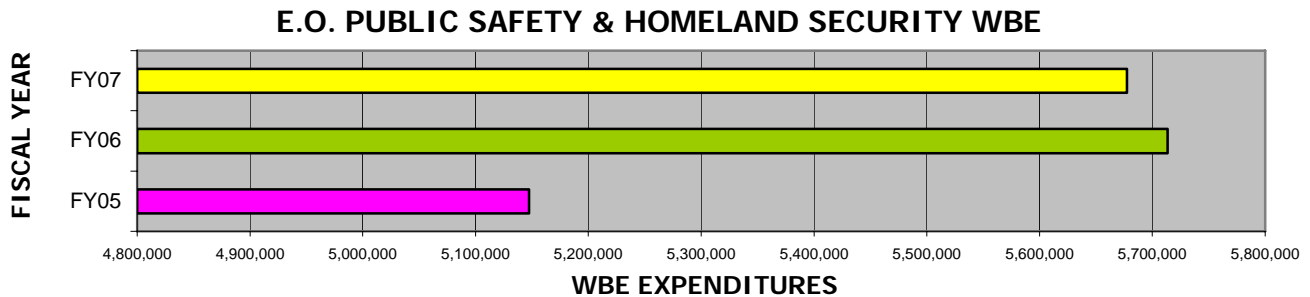
| | FY05 | FY06 | FY07 |
|-------------------------------------|--------------------|--------------------|--------------------|
| Chief Medical Examiner | \$114,810 | \$115,328 | \$75,487 |
| Criminal History Systems Board | \$298,622 | \$691,890 | \$74,389 |
| Municipal Police Training Committee | \$35,355 | \$18,679 | \$21,813 |
| Department of Corrections | \$3,114,036 | \$3,033,673 | \$2,598,337 |
| Department of Fire Services | \$46,329 | \$42,438 | \$34,050 |
| Department of State Police | \$263,868 | \$22,083 | \$29,075 |
| Department of Public Safety | \$34,191 | \$686,302 | \$1,032,323 |
| Executive Office | \$1,001,220 | \$2,229,448 | \$2,373,170 |
| Mass. Emergency Management Agency | \$156,302 | \$176,667 | \$97,962 |
| Merit Rating Board | \$50,217 | \$176,996 | \$149,216 |
| Military Division | \$44,457 | \$72,243 | \$90,178 |
| Parole Board | \$161,697 | \$94,081 | \$96,594 |
| Sex Offender Registry Board | \$44,046 | \$36,288 | \$42,300 |
| TOTAL | \$5,365,150 | \$7,396,116 | \$6,714,894 |



**Executive Office of Public Safety & Homeland Security
Historical Spending Trend Women Business Enterprise (WBE)**

EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY

| | FY05 | FY06 | FY07 |
|-----------------------------------|--------------------|--------------------|--------------------|
| Chief Medical Examiner | \$84,214 | \$41,382 | \$36,361 |
| Criminal History Systems Board | \$57,137 | \$60,021 | \$85,648 |
| Criminal Justice Training Council | \$41,274 | \$29,299 | \$56,796 |
| Department of Corrections | \$1,006,621 | \$1,569,305 | \$1,470,090 |
| Department of Fire Services | \$218,069 | \$154,867 | \$93,971 |
| Department of State Police | \$1,480,911 | \$2,130,157 | \$78,527 |
| Department of Public Safety | \$33,498 | \$22,337 | \$2,254,566 |
| Executive Office | \$1,208,478 | \$630,988 | \$319,743 |
| Mass. Emergency Management Agency | \$737,130 | \$745,530 | \$594,340 |
| Merit Rating Board | \$84,874 | \$152,663 | \$242,269 |
| Military Division | \$7,203 | \$7,496 | \$82,496 |
| Parole Board | \$134,495 | \$106,910 | \$309,230 |
| Sex Offender Registry Board | \$53,549 | \$62,551 | \$53,430 |
| TOTAL | \$5,147,453 | \$5,713,506 | \$5,677,467 |



**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
MBE GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY | | | | | | | | |
|---|----------------------|------------------------|--------------------|-----------------------|-----------------------|----------------------------|----------------------------|------------------|
| | FY07 Disc. Base | 2Yr (05/06) Average | FY07 Proj. Incr | FY07 MBE Benchmark | Final Expenditures | Sub-Contractor Payments | Total FY07 Expenditures | Variance |
| Chief Medical Examiner | \$3,529,463 | \$115,069 | \$0 | \$115,069 | \$73,304 | \$2,183 | \$75,487 | (\$39,582) |
| Criminal History Systems Board | \$2,779,363 | \$495,256 | \$0 | \$495,256 | \$43,660 | \$30,729 | \$74,389 | (\$420,867) |
| Criminal Justice Training Council | \$1,255,909 | \$27,017 | \$0 | \$27,017 | \$17,769 | \$4,044 | \$21,813 | (\$5,204) |
| Department of Corrections | \$62,943,589 | \$3,073,855 | (\$73,855) | \$3,000,000 | \$729,995 | \$1,868,342 | \$2,598,337 | (\$401,663) |
| Department of Fire Services | \$2,685,574 | \$44,384 | \$0 | \$44,384 | \$33,992 | \$58 | \$34,050 | (\$10,334) |
| Department of Public Safety | \$1,018,334 | \$28,137 | \$30,076 | \$58,213 | \$22,947 | \$6,128 | \$29,075 | (\$29,138) |
| Department of State Police | \$44,828,949 | \$475,085 | \$0 | \$475,085 | \$736,959 | \$295,364 | \$1,032,323 | \$557,238 |
| Executive Office of Public Safety and Homeland Security | \$129,443,126 | \$1,615,334 | (\$245,000) | \$1,370,334 | \$2,370,586 | \$2,584 | \$2,373,170 | \$1,002,836 |
| Massachusetts Emergency Management Agency | \$5,550,134 | \$166,485 | \$4,995 | \$171,480 | \$83,793 | \$14,169 | \$97,962 | (\$73,518) |
| Merit Rating Board | \$1,680,790 | \$113,607 | \$0 | \$113,607 | \$140,838 | \$8,378 | \$149,216 | \$35,610 |
| Military Division | \$4,102,692 | \$58,350 | \$0 | \$58,350 | \$89,302 | \$876 | \$90,178 | \$31,828 |
| Parole Board | \$4,587,434 | \$127,889 | (\$30,000) | \$97,889 | \$96,433 | \$161 | \$96,594 | (\$1,295) |
| Sex Offender Registry Board | \$645,078 | \$40,167 | \$0 | \$40,167 | \$39,571 | \$2,729 | \$42,300 | \$2,133 |
| TOTAL | \$265,050,435 | \$6,380,633 | (\$313,784) | \$6,066,849 | \$4,479,149 | \$2,235,745 | \$6,714,894 | \$648,045 |

**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
WBE GOODS AND SERVICES**

| WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY | | | | | | | | |
|--|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|------------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Chief Medical Examiner | \$3,529,463 | \$62,798 | \$0 | \$62,798 | \$34,359 | \$2,002 | \$36,361 | (\$26,437) |
| Criminal History Systems Board | \$2,779,363 | \$58,579 | \$30,000 | \$88,579 | \$84,241 | \$1,407 | \$85,648 | (\$2,931) |
| Criminal Justice Training Council | \$1,255,909 | \$35,287 | \$0 | \$35,287 | \$53,852 | \$2,944 | \$56,796 | \$21,510 |
| Department of Corrections | \$62,943,589 | \$1,287,963 | \$0 | \$1,287,963 | \$1,297,273 | \$172,817 | \$1,470,090 | \$182,127 |
| Department of Fire Services | \$2,685,574 | \$186,468 | \$0 | \$186,468 | \$93,876 | \$95 | \$93,971 | (\$92,497) |
| Department of Public Safety | \$1,018,334 | \$27,918 | \$29,443 | \$57,361 | \$72,343 | \$6,184 | \$78,527 | \$21,167 |
| Department of State Police | \$44,828,949 | \$1,805,534 | \$0 | \$1,805,534 | \$1,889,759 | \$364,807 | \$2,254,566 | \$449,032 |
| Executive Office of Public Safety & Homeland Security | \$129,443,126 | \$919,733 | (\$275,000) | \$644,733 | \$317,213 | \$2,530 | \$319,743 | (\$324,990) |
| Massachusetts Emergency Management Agency | \$5,550,134 | \$741,330 | \$22,240 | \$763,570 | \$588,082 | \$6,258 | \$594,340 | (\$169,230) |
| Merit Rating Board | \$1,680,790 | \$118,769 | \$12,000 | \$130,769 | \$227,902 | \$14,367 | \$242,269 | \$111,501 |
| Military Division | \$4,102,692 | \$7,350 | \$0 | \$7,350 | \$82,152 | \$344 | \$82,496 | \$75,147 |
| Parole Board | \$4,587,434 | \$120,703 | (\$30,000) | \$90,703 | \$308,772 | \$458 | \$309,230 | \$218,528 |
| Sex Offender Registry Board | \$645,078 | \$58,050 | \$0 | \$58,050 | \$51,348 | \$2,082 | \$53,430 | (\$4,620) |
| TOTAL | \$265,050,435 | \$5,430,480 | (\$211,317) | \$5,219,163 | \$5,101,172 | \$576,295 | \$5,677,467 | \$458,305 |

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

GOODS & SERVICES

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

Mission Statement

The Executive Office of Transportation and Public Works (EOTPW) sets the Commonwealth's transportation agenda, which includes the development of transportation policy, the coordination of Interagency programs and the promotion of economic development through improved transportation and transit related construction programs. The office provides direct management responsibility for the Massachusetts Highway Department (MassHighway), The Registry of Motor Vehicles (The Registry), and the Massachusetts Aeronautics Commission. It provides oversight to the Massachusetts Bay Transportation Authority (MBTA) and fifteen Regional Transit Authorities (RTAs) which serve the balance of the state, the Intercity Bus Capital Assistance Program (IBCAP), the Mobility Assistance Program (MAP), the Intermodal Surface Transportation Unit (ISTU), and the Freight Rail Programs. EOTPW is committed to the maintenance and development of the transportation infrastructure through reinvestment in existing programs and the construction and development of new capital structures and programs. It is the goal of EOTPW to create economic gains throughout the Commonwealth that will benefit all citizens through the delivery of quality transportation service and the development of infrastructure and capital construction.

FY07 MBE/WBE/DBE UTILIZATION

The EOTPW Fiscal Year 2007 Secretariat report includes the MassHighway, the Massachusetts Aeronautics Commission, the Registry and the Executive Office. This report consists of a summary of utilization for each of the agencies in the reporting categories: Construction and Design Awards and Expenditures and Goods and Services Expenditures. Several transportation agencies within the secretariat receive a significant amount of federal funds for construction and design projects. These agencies use the Federal Disadvantaged Business Enterprise (DBE) program model to achieve their DBE goals and objectives in accordance with Federal Regulations 49 CFR Part 26.

FY07 has been highlighted by several achievements. The Secretariat exceeded its cumulative WBE projected FY07 WBE benchmark by \$551,965. The Secretariat paid a total of \$20.6 million to MBE/WBEs. From this total \$12.7 million was paid to MBEs on state-funded contracts while \$8.1 million was paid to WBEs. MBE/WBEs were awarded over 14.5% of the dollars awarded in construction contracts, and MBE/WBE's were awarded 11% of the value of awards in the design category.

A. Construction and Design Awards

During the fiscal year 2007 the transportation secretariat awarded \$54.9 million in construction contracts a 31% decrease in construction award activity compared to the previous year. In spite of this EOTPW was still able to award \$7.9 million to MBE/WBEs or 14.5% of the total contract value awarded. Of this total MBEs gained a \$7 million share or 12.9% of contract awards. WBEs obtained \$900 thousand or 1.6% of construction contract awards during this period.

In design, the Secretariat agencies and authorities awarded a total of \$25.3 million representing a 53% increase in design activity compared to 2006. The secretariat awarded \$2.7 million to MBE/WBEs a 29% increase in MBE/WBE participation compared to FY06. MBE firms obtained \$1.5 million, or 6% of the total contract value in design while WBEs obtained \$ 1.3 million or 5.1 % of total design contracts awarded during this period.

B. Construction and Design Expenditures

The Secretariat tracked expenditures on active construction contracts for the fiscal year in the cumulative amount of \$249.5 million, a 29% decrease in spending compared to FY06. During this period \$11.5 million was expended with MBE/WBE firms, or 4.6 % of total construction expenditures. From this total \$9.5 million or 3.8% was expended with MBEs a 24% increase in MBE participation over the previous year and \$2.1 million or 0.8% million with WBEs.

Expenditures for the fiscal year totaled \$27 million for active design contracts a 34% decrease in spending. Nevertheless, MBE/WBE participation was fairly constant at \$2.1million representing 7.7% of all design expenditures, a greater proportion of MBE/WBE participation compared to 5.4% in FY06. During this period \$2.2 million or 8.1% was expended with MBEs and \$105,210 or 0.4% with WBEs.

C. Goods and Services Expenditures

The Secretariat tracked MBE/WBE goods and service expenditures for the fiscal year totaling \$7,018,150 compared to \$4.4 million in FY06 a 58% increase in MBE/WBE participation. Of this total of which \$989,152 was paid to MBEs, and \$6 million was paid to WBEs.

D. Goods and Services Benchmark Performance

EOTPW

During the fiscal year, MBE/WBE participation rose to \$1,079,765 representing almost one third (or 32.1%) of EOTPW's total discretionary spending (\$3.4M). During FY07 EOTPW exceeded the benchmark set for MBE expenditures by over 500%. The agency's objective was to achieve a ten percent increase over the two-year combined average of EOTPW's FY06 and FY07 MBE participation. EOTPW's final MBE participation was \$239,420 which exceeded the FY07 MBE benchmark by \$234,865. EOT exceeded the FY07 benchmark set for WBEs by 191%. The total WBE expenditure was \$840,345, which exceeded the established WBE benchmark by \$551,965.

Massachusetts Aeronautics Commission

During the fiscal year MassAeronautics exceeded its projected MBE benchmark by \$1,768, and fell short of its projected WBE benchmark by \$2,135.

MassHighway

MassHighway missed its projected MBE benchmark by \$313,145, and exceeded its projected WBE benchmark by \$130,051 which represented a significant increase in the amount paid to WBE firms a 80% increase compared to FY06.

The Registry

The Registry exceeded all of its projected benchmarks. The Registry exceeded its MBE benchmark by \$60,837, and exceeded its projected WBE benchmark by \$2,906,961. Further, the Registry increased its WBE participation by 164% compared to the previous fiscal year.

INITIATIVES

EOTPW continues to assume the role of coordinator and facilitator of initiatives promoting MBE/WBE and DBE utilization and development in the transportation and construction arenas. EOTPW has actively sought measures that will result in an expenditure plan that is market-based and centered on the availability and capacity of targeted businesses.

EOTPW funds the State Office of Minority and Women Business Assistance's (SOMWBA) efforts to expand understanding of the certification process and provide opportunities to transit and construction related companies. The Unified Certification Program Committee has been working with SOMWBA to ensure that timely and effective certification services are delivered to industries seeking contracting opportunities with transportation agencies. This EOTPW supported initiative has made it possible to address the unique issues of coordination and business development in the transportation business community and provide a one-stop-shop for businesses seeking certification as disadvantaged business enterprises on federally-funded contracts.

The Secretariat, its agencies and authorities, continues to participate in vendor fairs, networking conferences, business workshops and forums to enhance the Commonwealth's efforts to increase MBE/WBE and DBE business opportunity.

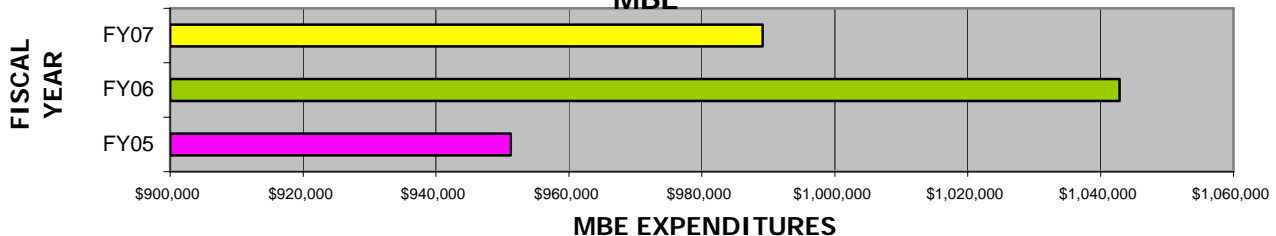
Executive Office of Transportation and Construction Historical Good & Services Spending Trend Minority Business Enterprises (MBEs)

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

| | FY05 | FY06 | FY07 |
|---|------------------|--------------------|------------------|
| Executive Office of Transportation & Construction | \$1,806 | \$6,476 | \$239,420 |
| Massachusetts Aeronautics Commission | \$81,517 | \$10,476 | \$10,344 |
| Massachusetts Highway | \$677,818 | \$570,599 | \$323,548 |
| Registry of Motor Vehicles | \$190,130 | \$455,330 | \$415,840 |
| TOTAL | \$951,271 | \$1,042,881 | \$989,152 |

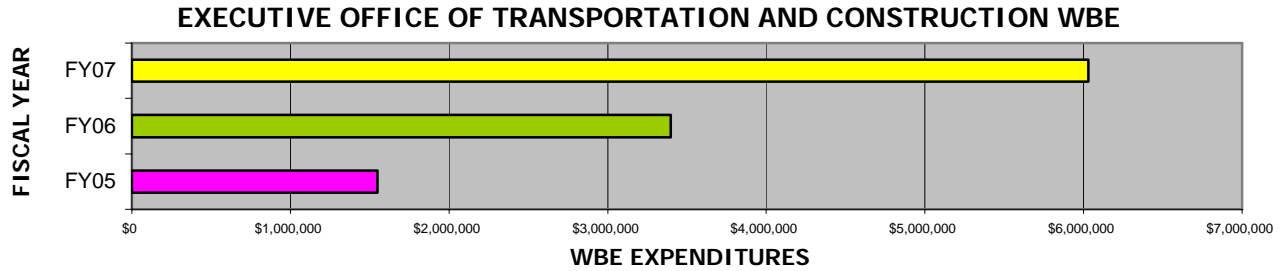
EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

MBE



Historical Goods & Services Spending Trend Women Business Enterprises (WBEs)
EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

| | FY05 | FY06 | FY07 |
|---|--------------------|--------------------|--------------------|
| Executive Office of Transportation & Construction | \$232,929 | \$291,399 | \$840,345 |
| Massachusetts Aeronautics Commission | \$266,306 | \$36,192 | \$6,442 |
| Massachusetts Highway | \$237,675 | \$328,369 | \$427,224 |
| Registry of Motor Vehicles | \$812,344 | \$2,741,553 | \$4,754,987 |
| TOTAL | \$1,549,254 | \$3,397,513 | \$6,028,998 |



**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION | | | | | | | | |
|---|---------------------|------------------------|--------------------|-----------------------|-----------------------|--------------------------------|----------------------------|-------------------|
| | FY07 Disc. Base | 2Yr (05/06) Average | FY07 Proj. Incr | FY07 MBE Benchmark | Final Expenditures | Sub- Contractor Payments | Total FY07 Expenditures | Variance |
| Executive Office | \$3,364,080 | \$4,141 | \$414 | \$4,555 | \$239,420 | | \$239,420 | \$234,865 |
| Massachusetts Aeronautics Commission | \$171,544 | \$45,997 | (\$37,420) | \$8,577 | \$10,344 | | \$10,344 | \$1,768 |
| Massachusetts Highway Department | \$35,011,709 | \$624,209 | \$12,484 | \$636,693 | \$288,534 | \$35,014 | \$323,548 | (\$313,145) |
| Registry of Motor Vehicles | \$21,325,028 | \$322,730 | \$32,273 | \$355,003 | \$347,721 | \$68,119 | \$415,840 | \$60,837 |
| TOTAL | \$59,872,361 | \$997,076 | \$7,751 | \$1,004,827 | \$886,019 | \$103,133 | \$989,152 | (\$15,675) |

| WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION | | | | | | | | |
|--|---------------------|------------------------|--------------------|-----------------------|-----------------------|--------------------------------|----------------------------|--------------------|
| | FY07 Disc. Base | 2Yr (05/06) Average | FY07 Proj. Incr | FY07 MBE Benchmark | Final Expenditures | Sub- Contractor Payments | Total FY07 Expenditures | Variance |
| Executive Office | \$3,364,080 | \$262,164 | \$26,216 | \$288,380 | \$840,345 | | \$840,345 | \$551,965 |
| Massachusetts Aeronautics Commission | \$171,544 | \$151,249 | (\$142,672) | \$8,577 | \$6,442 | | \$6,442 | (\$2,135) |
| Massachusetts Highway Department | \$35,011,709 | \$283,022 | \$14,151 | \$297,173 | \$390,600 | \$36,624 | \$427,224 | \$130,051 |
| Registry of Motor Vehicles | \$21,325,028 | \$1,776,949 | \$71,078 | \$1,848,027 | \$4,686,893 | \$68,094 | \$4,754,987 | \$2,906,961 |
| TOTAL | \$59,872,361 | \$2,473,384 | (\$31,227) | \$594,130 | \$5,924,280 | \$104,718 | \$6,028,998 | \$3,586,842 |

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

CONSTRUCTION & DESIGN

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

| EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION | | | | | | |
|---|----------------------------|-------------------------|---------------------|---------------------|--|------------------------|
| FY04 CONSTRUCTION EXPENDITURES | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY07 MBE/WBE Expenditures (Col. 3+4) | VARIANCE (Col. 5-2) |
| MassHighway Department | 249,473,152 | | 9,501,195 | 1,978,549 | 11,479,744 | 11,479,744.22 |
| TOTAL | 249,473,152 | | 9,501,195 | 1,978,549 | 11,479,744 | 11,479,744.22 |

| EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION | | | | | | |
|---|----------------------------|-------------------------|---------------------|---------------------|--|------------------------|
| FY07 DESIGN EXPENDITURES | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY07 MBE/WBE Expenditures (Col. 3+4) | VARIANCE (Col. 5-2) |
| MassHighway Department | 26,899,627 | | 1,978,549 | 105,210 | 2,083,759 | 2,083,759 |
| TOTAL | 26,899,627 | | 1,978,549 | 105,210 | 2,083,759 | 2,083,759 |

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

| EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION | | | | | | |
|---|----------------------|-------------------------|--------------------|------------------|--------------------------------------|------------------------|
| FY07 CONSTRUCTION AWARDS | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Awards | FY07 M/WBE Benchmark | MBE Awards | WBE Awards | FY07 MBE WBE Awards (Col. 3+4) | VARIANCE (Col. 5-2) |
| MassHighway Department | \$54,919,968 | | \$7,064,105 | \$878,264 | \$7,942,369 | \$7,942,369 |
| TOTAL | \$54,919,968 | | \$7,064,105 | \$878,264 | \$7,942,369 | \$7,942,369 |

| EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION | | | | | | |
|---|----------------------|-------------------------|--------------------|--------------------|--------------------------------------|------------------------|
| FY07 DESIGN AWARDS | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Awards | FY07 M/WBE Benchmark | MBE Awards | WBE Awards | FY07 MBE WBE Awards (Col. 3+4) | VARIANCE (Col. 5-2) |
| MassHighway Department | \$25,134,000 | | \$1,278,630 | \$1,281,370 | \$2,560,000 | \$2,560,000 |
| TOTAL | \$25,134,000 | | \$1,278,630 | \$1,281,370 | \$2,560,000 | \$2,560,000 |

MASSACHUSETTS TURNPIKE AUTHORITY

GOODS & SERVICES CONSTRUCTION & DESIGN

MASSACHUSETTS TURNPIKE AUTHORITY

Mission Statement

The Massachusetts Turnpike Authority is committed to developing and implementing programs through its Office of Civil Rights (OCR) Affirmative Market Unit to:

1. Achieve equitable participation and enhance the capacity of minority and women business enterprises in all of its construction, design, goods, and services contracts.
2. Ensure contractors who engage in business relationships with the Authority develop equal opportunity, affirmative action, and non-discrimination policies and programs consistent with those of the Authority to employ and utilize minorities and women in all employment and contracting opportunities.
3. To ensure contractors comply with the reporting requirements of the Massachusetts Prevailing Wage Law.

The Massachusetts Turnpike Authority prohibits discrimination in all of its programs, including contracting, employment, and public access, on the basis of race, color, religious creed, national origin, ancestry, gender, sexual orientation, disability or Vietnam veteran status. The Authority is committed to development of affirmative action programs, including the utilization of narrowly tailored goals, transition plans, and timetables to ensure equal opportunity and to overcome the effects of past discrimination.

The Authority ensures the utilization and development of the most inclusive pool of worker/contractor potential, and the expansion of opportunity, demonstrating a commitment to equity and fairness, under the legal authority of all applicable state and federal laws, regulations, and orders.

To accomplish its mission, the Massachusetts Turnpike Authority, through the Office of Civil Rights, engages in the following functions, tasks, and activities:

1. Develops, reviews, revises, and improves all statistical data gathering tracking, monitoring, enforcement, and reporting mechanisms to ensure contractor compliance with prevailing wage, work hours, and other federal and state requirements.
2. Conducts pre-bid conferences, pre-construction meetings, on-site inspections, field visits, and investigations for compliance with M/WBE provisions and prevailing wage requirements.
3. Examines and promotes civil rights requirements for goods and services procurements, Authority lease agreements, and third party contracts, and uses other strategies conceived with department heads to solicit and monitor M/WBE participation on both the contractor and subcontractor level.
4. Monitors all of the Authority's contracting expenditures to better capture all spending patterns and forms of M/WBE participation.
5. Organizes and participates in outreach efforts of the Commonwealth and the transportation secretariat to inform businesses, including DBEs, and community organizations of contracting and bidding procedures and upcoming contracting opportunities, bid notices, and requests for proposals.

6. Develops and administers creative and successful agreements and information transfer arrangements with the State Office of Minority and Women Business Assistance (SOMWBA) to promote, accelerate and facilitate the M/W/DBE certification process and serve as liaison to the Uniform Certification Process in Massachusetts.
7. Apprises firms, including DBEs, and community organizations of upcoming Authority contract opportunities, bid notices, and requests for proposals.
8. Provides firms, including DBEs, with access to contract and bid plans and specifications, and ensures that contracts and procurements have MBE/WBE/DBE goals listed in their language and solicitations.
9. Informs and encourages firms to learn about SOMWBA's certification process, and recommends MBE/WBE/DBE firms to SOMWBA for inclusion into their fast-track and other certification programs.
10. Reviews and revises the Authority's Special Affirmative Market Program Provisions.
11. Works with legal counsel and the project director to inform contractors of their reporting and M/WBE participation obligations, to determine contractor compliance with good faith efforts, to analyze their progress toward goal attainment, and to identify ways to improve progress.
12. Maintains SOMWBA's updated directories on MBEs/WBEs/DBEs and generates lists of SOMWBA-certified MBE/WBE/DBE subcontractors from these directories in specific industries for contractors seeking to bid with the Authority.
13. Sets MBE/WBE/DBE goals on upcoming construction contracts.
14. Intervenes, when necessary, to help resolve prime contractor/ MBE-WBE-DBE disputes.
15. Responds to requests for specific certified payrolls under the Freedom of Information Act.

FY2007 MBE Narrative

| Year-to-Date FY2007 Summary | Total \$\$\$ Awarded | MBE AWARDS | |
|--|---------------------------------|-----------------------|--------------|
| | | Total \$\$\$ | % |
| Construction | \$20,524,742.00 | \$6,349,766.16 | 30.9% |
| Design | \$0.00 | \$0.00 | 0.0% |
| Totals: | \$20,524,742.00 | \$6,349,766.16 | 30.9% |

| Year-to-Date FY2007 Summary | Total \$\$\$ Invoiced | MBE EXPENDITURES | |
|--|----------------------------------|-----------------------------|--------------|
| | | Total \$\$\$ | % |
| Construction | \$18,193,602.12 | \$1,880,591.56 | 10.3% |
| Design | \$13,512.61 | \$0.00 | 0.0% |
| Totals: | \$18,207,114.73 | \$1,880,591.56 | 10.3% |

| Year-to-Date FY2007 Summary | Total \$\$\$ Expenditures | MBE EXPENDITURES | |
|--------------------------------|------------------------------|---------------------|-------------|
| | | Total \$\$\$ | % |
| Construction | \$17,041,168.72 | \$420,731.62 | 2.5% |
| Design | \$21,106,333.05 | \$155,512.42 | 0.7% |
| Totals: | \$38,147,501.77 | \$576,244.04 | 1.5% |

FY2007 WBE Narrative

| Year-to-Date FY2007 Summary | Total \$\$\$ Awarded | WBE AWARDS | |
|--------------------------------|-------------------------|---------------------|-------------|
| | | Total \$\$\$ | % |
| Construction | \$20,524,742.00 | \$543,150.00 | 2.6% |
| Design | \$0.00 | \$0.00 | 0.0% |
| Totals: | \$20,524,742.00 | \$543,150.00 | 2.6% |

| Year-to-Date FY2007 Summary | Total \$\$\$ Invoiced | WBE EXPENDITURES | |
|--------------------------------|--------------------------|---------------------|-------------|
| | | Total \$\$\$ | % |
| Construction | \$18,193,602.12 | \$546,037.28 | 3.0% |
| Design | \$13,512.61 | \$0.00 | 0.0% |
| Totals: | \$18,207,114.73 | \$546,037.28 | 3.0% |

| Year-to-Date FY2007 Summary | Total \$\$\$ Awarded | WBE EXPENDITURES | |
|--------------------------------|-------------------------|-----------------------|--------------|
| | | Total \$\$\$ | % |
| Goods (1) | \$17,041,168.72 | \$183,031.99 | 1.1% |
| Services (2) | \$21,106,333.05 | \$4,024,954.21 | 19.1% |
| Totals: | \$38,147,501.77 | \$4,207,986.20 | 11.0% |

Projected MBE Goods and Services expenditure for FY2007: **\$655,444.00**
Expenditure goal excess or shortfall: \$576,244.04 - \$655,444.00 = **- \$79,199.96**

Projected WBE Goods and Services expenditure for FY2007: **\$2,814,275.00**
Expenditure goal excess or shortfall: \$4,207,986.20 - \$2,814,275.00 = **+ \$1,393,711.20**

Accomplishment and Initiatives

Seven notable State Fiscal Year 2007 (FY2007) achievements distinguish themselves from the above-mentioned data:

1. MBE subcontractor allotments comprised nearly 31% of the total awarded construction contract value.
2. MBE subcontractor expenditures comprised over 10% of the total construction contract expenditures.
3. MassPike allocated over 19% of its professional/nonprofessional services expenditures to WBEs.
4. MassPike allocated approximately 11% of its combined goods and services expenditures to WBEs.
5. MassPike's FY2007 MBE goods and services expenditures exceeded FY2005 MBE goods and services expenditures by approximately 32.5%.
6. MassPike's FY2007 WBE goods and services expenditures exceeded FY2006 and FY2005 WBE goods and services expenditures by approximately 21.7% and 358% respectively.
7. MassPike WBE goods and services expenditures exceeded its WBE benchmark by over 33%

Numerous factors probably account for FY2007 construction and design awards shortfalls and deficiencies, MassPike can only speculate. The predominant factor again involves MassPike's supervisory oversight of the Central Artery/Tunnel Project (CA/T - Big Dig) and its persistent issues and controversies. Although the Big Dig will formally conclude in January, 2008, several contractor reimbursement, retainage, DBE close-out, maintenance/repair, and liability issues remain unresolved. Governor Deval Patrick apparently intends to execute his predecessor's intention to consolidate and merge MassPike with its sister agencies into a transportation conglomerate. Further complicating matters is MassPike burgeoning deficit (at least partly attributable to the Big Dig) and MassPike Executive Director Alan LeBovidge's putative objective to reduce this deficit and make MassPike streamlined and solvent again. Similarly, the MassPike 2007 budget encountered its perennial delays. Certainly these financial predicaments impeded and distracted from MassPike bid solicitation efforts in construction, design, goods, and services.

Nevertheless, MassPike remains confident that FY2007 will witness the resolution of the above-mentioned CA/T issues impeding its construction/design contracts, and at least five or six impending construction contract bids. MassPike will again renew its commitment to augmenting other awards and expenditures which did not quite reach other benchmarks by continuing to adhere to the following procedures to encourage increased MBE/WBE participation in its construction, goods and services, and design contracts:

1. Outreach, Training, and Capacity Development

The OCR plays a crucial role in informing businesses of Authority contract procedures and opportunities. OCR and Engineering regularly participate in upcoming construction contract previews and networking

events. These events help MBEs, WBEs and other businesses contact prime contractors, learn about the latest major contracts, and experience the latest transportation agency contract bidding innovations.

To prepare for these outreach events, the OCR composes an Authority Affirmative Market Program Construction Preview document consisting of

1. messages from the Chairman, Director of Civil Rights, and the Chief Engineer
2. the Authority's Construction Contract Opportunities for the calendar year,
3. a roster of currently active prime contractors listing their name, complete address, company contact, and telephone number, and
4. OCR, Engineering, and Materials Management telephone and fax numbers.

The OCR makes several copies of this document and distributes it to interested parties at the event. OCR and Engineering also regularly interact directly with prime contractors and subcontractors, glean information about their business specialties, work history, current jobs and current interests. OCR and Engineering also answer questions about ongoing and upcoming construction contract bids from companies and individuals, and collect company business cards, brochures, and profiles for future correspondence.

2. Certification

The OCR also has forged working arrangements with the State Office of Minority and Women Business Assistance (SOMWBA) to provide M/WBE certification services, helping businesses owned by minorities and/or women become certified and gain access to MBE/WBE and small business programs administered by various state and federal agencies and authorities

The OCR encourages businesses to engage in joint venture relationships and other creative business relationships to ensure goals are achieved and to maximize the capacity development of minority and women owned firms in all areas of contracting. The OCR is responsible for reviewing and approving these types of joint venture relationships.

Beyond overseeing and helping SOMWBA realize its contractual responsibilities, the Authority, through OCR, has established another relationship with SOMWBA through the fast-track program.

Under this program, mandated by SOMWBA's own regulations (425 CMR, 2.04(2)(a), Fast-Track and Expedited Review Application Processes) SOMWBA gives priority to applicants which meet the prerequisites of a fast-track review. OCR submits the name of a minority- or woman-owned firm for certification determination under SOMWBA's Fast-Track guidelines to the Certification Unit Manager.

To be approved for the program, the firm must be participating in an Authority project and provide proof of such participation through Letters of Intent documents. Joint ventures are ineligible for the fast-track process. Once the firm is accepted into Fast-Track, SOMWBA will seek to determine a firm's certification eligibility as an MBE or WBE within 25 business days after its assignment to a certification specialist, provided the firm has submitted sufficient documentation upon which to base a decision.

Through memos, telephone calls, status reports and regular MassUCP meetings, SOMWBA apprises OCR of the certification process of a fast-tracked firm. SOMWBA will also apprise OCR of any information it needs to expedite Fast-Track for a particular firm. A fast-track review will not influence SOMWBA's decision to grant certification. Fast-Track only provides a means to process certain certification

applications more quickly. Otherwise, a fast-track review is identical to SOMWBA's standard certification review process.

3. Advertising and Promotion

In addition to contractor networking events, previews, and transportation agency exhibitions, the Authority advertises and promotes its upcoming contracts through written publications such as the Construction Journal (published by the Construction Industry of Massachusetts [CIM]), Dodge Report, Central Register (for M.G.L. Chapter 149 work only), Boston Globe, Cash, Inc., The New England Construction News, Construction Market Data, and local newspapers such as the Worcester Telegram or Springfield Union.

4. Civil Rights Language in Goods and Services Agreements and Lease Agreements

Since July 1996, the Authority has established uniform civil rights language for placement in its bidding documents and established universal reporting requirements to be met in all of its goods/services agreements including its design and lease agreements. In order for a firm to engage in a business relationship with the Authority in the provision of goods and services, the firm must provide the following:

- a. a workforce profile
- b. an equal opportunity/affirmative action, non-discrimination policy in employment, contracting, and public access.
- c. good faith efforts in soliciting Minority and Women Business Enterprises (MBEs and WBEs) for any subcontracting opportunities.

MassPike's stated MBE/WBE participation goal on goods/services contracts is 5% MBE / 5% WBE for a combined M/WBE total of 10%.

With respect to lease agreements with the Authority, the Authority's policy requires all industries and businesses seeking to develop and/or lease property from the Authority, along with any sub-lesors and subcontractors, to agree to abide by various civil rights requirements:

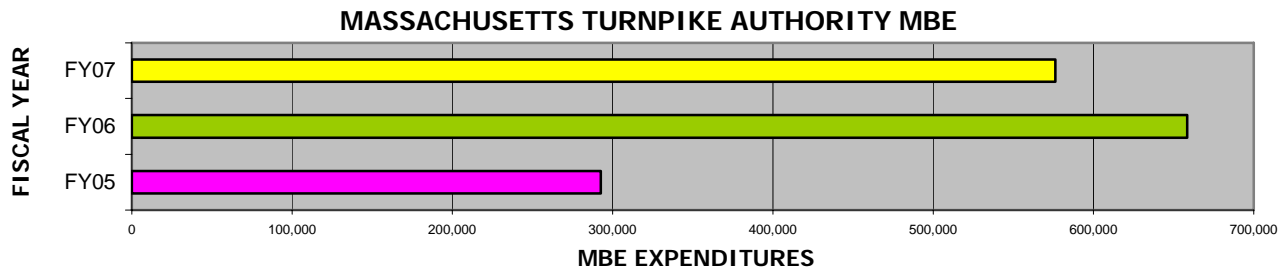
- a. The tenant agrees to implement equal opportunity/affirmative action policies consistent with those of the Authority in areas where equal employment transition plans, reports, goals, and timeframes have been identified to take effect to overcome the effects of past discrimination.
- b. The tenant also agrees to develop, distribute, and comply with a public policy that prohibits discrimination on the basis of race, color, religious creed, national origin, ancestry, gender, sexual orientation, disability, and veteran status in employment, public access, contracting, and all other activities.
- c. To institute and enforce all civil rights obligations under the lease agreement, the tenant will designate a management official whose duties will include but not be limited to informing all employees, contractors, and the public of the right to file complaints alleging any occurrence of sexual, racial, or other kind of discrimination or harassment, and managing responsible interaction with the OCR.

d. At all organization levels as it pertains to the lease agreement, the tenant agrees to utilize good faith efforts to seek, employ and maintain a diverse workforce. To achieve diversity, the tenant agrees to work with OCR to create plans, goals, and timetables to promote and ensure equitable minority and female employment in all job categories. Towards that end, the tenant will generate workforce profiles monitoring and tracking minority and female participation under the agreement. All goals will be set in consultation with OCR and will be based on census employment availability data.

e. The tenant will also demonstrate good faith efforts showing that MBEs and WBEs have had optimal opportunity to participate in all construction, design, goods, services, and other business operations (including joint ventures) under the agreement. The tenant will work with OCR to create plans, goals, and timetables. All goals will be set in consultation with OCR and will be based on MBE/WBE business availability data in specific industries, including construction, design, goods, and services.

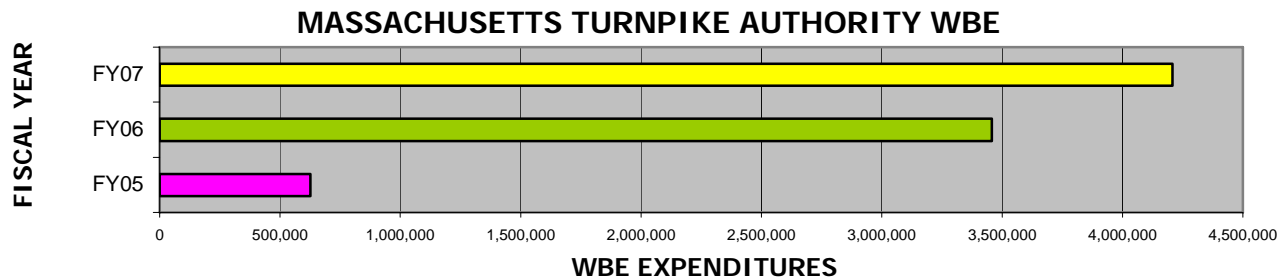
Historical Spending Trend Minority Business Enterprise (MBE) Goods and Services

| | FY05 | FY06 | FY07 |
|----------------------------------|------------------|------------------|------------------|
| Massachusetts Turnpike Authority | \$292,543 | \$658,467 | \$576,244 |
| TOTAL | \$292,543 | \$658,467 | \$576,244 |



Historical Spending Trend Women Business Enterprise (WBE) Goods and Services

| | FY05 | FY06 | FY07 |
|----------------------------------|------------------|--------------------|--------------------|
| Massachusetts Turnpike Authority | \$626,254 | \$3,457,090 | \$4,207,986 |
| TOTAL | \$626,254 | \$3,457,090 | \$4,207,986 |



**MASSACHUSETTS TURNPIKE AUTHORITY
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE MASSACHUSETTS TURNPIKE AUTHORITY | | | | | | | | |
|--|---------------------|------------------|------------------|------------------|------------------|--------------------------------|------------------|-------------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Mass Turnpike Authority | \$40,500,000 | \$475,505 | \$179,939 | \$655,444 | \$576,244 | | \$576,244 | (\$79,200) |
| TOTAL | \$40,500,000 | \$475,505 | \$179,939 | \$655,444 | \$576,244 | \$0 | \$576,244 | (\$79,200) |

| WOMEN BUSINESS ENTERPRISE MASSACHUSETTS TURNPIKE AUTHORITY | | | | | | | | |
|---|---------------------|--------------------|------------------|--------------------|--------------------|--------------------------------|--------------------|--------------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 WBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Mass Turnpike Authority | \$40,500,000 | \$2,041,672 | \$772,603 | \$2,814,275 | \$4,207,986 | | \$4,207,986 | \$1,393,711 |
| TOTAL | \$40,500,000 | \$2,041,672 | \$772,603 | \$2,814,275 | \$4,207,986 | \$0 | \$4,207,986 | \$1,393,711 |

**MASSACHUSETTS TURNPIKE AUTHORITY
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

| MASSACHUSETTS TURNPIKE AUTHORITY | | | | | | |
|---|----------------------------|-------------------------|-----------------------|---------------------|------------------------------------|----------------------------|
| FY07 CONSTRUCTION EXPENDITURES | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY07 Expenditures (Col. 3+4) | VARIANCE (Col. 5-2) |
| Massachusetts Turnpike Authority | \$17,464,361.00 | | \$1,880,092.00 | \$453,567.00 | \$2,333,659.00 | \$2,333,659.00 |
| TOTAL | \$17,464,361.00 | | \$1,880,092.00 | \$453,567.00 | \$2,333,659.00 | \$2,333,659.00 |

| MASSACHUSETTS TURNPIKE AUTHORITY | | | | | | |
|---|----------------------------|-------------------------|---------------------|---------------------|------------------------------------|----------------------------|
| FY07 DESIGN EXPENDITURES | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY07 Expenditures (Col. 3+4) | VARIANCE (Col. 5-2) |
| Massachusetts Turnpike Authority | \$13,513 | | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$13,513 | | \$0 | \$0 | \$0 | \$0 |

**MASSACHUSETTS TURNPIKE AUTHORITY
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

| MASSACHUSETTS TURNPIKE AUTHORITY | | | | | | |
|----------------------------------|------------------------|-------------------------|-----------------------|---------------------|------------------------------|------------------------|
| FY07 CONSTRUCTION AWARDS | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Awards | FY07 M/WBE Benchmark | MBE Awards | WBE Awards | FY07 Awards (Col. 3+4) | VARIANCE (Col. 5-2) |
| Massachusetts Turnpike Authority | \$20,524,742.00 | | \$6,349,766.00 | \$543,150.00 | \$6,892,916.00 | \$6,892,916 |
| TOTAL | \$20,524,742.00 | | \$6,349,766.00 | \$543,150.00 | \$6,892,916.00 | \$6,892,916 |

| MASSACHUSETTS TURNPIKE AUTHORITY | | | | | | |
|----------------------------------|----------------------|-------------------------|---------------|---------------|------------------------------|------------------------|
| FY07 DESIGN AWARDS* | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Awards | FY07 M/WBE Benchmark | MBE Awards | WBE Awards | FY07 Awards (Col. 3+4) | VARIANCE (Col. 5-2) |
| Massachusetts Turnpike Authority | N/A | N/A | N/A | N/A | N/A | N/A |
| TOTAL | N/A | N/A | N/A | N/A | N/A | N/A |

*NA

THE EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

Message from the Secretary

The Executive Office of Housing and Economic Development, like the Affirmative Market Program, has a mission to expand businesses in Massachusetts and to reduce barriers to growth, especially for businesses owned by minorities and women. We remain strongly committed to the goals of the Affirmative Market Program and have consistently exceeded AMP benchmarks.

Daniel O'Connell
Secretary

Mission Statement

The Executive Office of Housing and Economic Development (EOHED) coordinates policies and programs across the Department of Business and Technology, the Office of Consumer Affairs and Business Regulation, and the Department of Housing and Community Development. EOHED's mission is to enhance the quality of life of Massachusetts residents by expanding affordable housing opportunities and stimulating job growth in all regions of the Commonwealth. EOHED strives to create a positive climate for both commercial and residential development, while at the same time promoting principles of smart growth. Additionally, the Office seeks to protect consumers through a reasonable regulatory approach to critical business areas such as banking, insurance, and telecommunications

FY07 MBE Narrative

The Executive Office of Housing and Economic Development's (EOHED) budget is relatively small and has limited discretionary spending. However, utilizing vendors from statewide contracts, we exceeded our FY07 benchmarks for MBE expenditures by 74.7%, primarily with regard to office supplies, toner cartridges, peripheral computer equipment, and catering services. Since FY2004, EOHED has steadily increased its level of MBE expenditures, and will work to continue that trend.

FY07 WBE Narrative

EED has also exceeded its FY07 WBE benchmarks—this time by 33.9%. WBE spending for EED focused primarily on office supplies, toner cartridges, and computer peripherals. EOHED has a history of annually increasing its expenditures to WBE vendors. We plan to continue this trend especially when selecting vendors for required trainings.

Agencies:

Department of Business and Technology (DBT): The Department of Business and Technology (DBT) works to promote economic growth by assisting in-state, out-of-state, and foreign businesses of all sizes in creating new jobs and expanding their presence in Massachusetts; to make it easier for minority and women businesses to succeed; and to increase the number of tourists visiting the Commonwealth.

Massachusetts Office of Business Development (MOBD): Through its seven regional offices, including new offices in the Metro-West and in Pittsfield, MOBD works to assist companies who want to locate, expand, grow, or maintain a presence in Massachusetts.

Massachusetts Office of Travel and Tourism (MOTT): The Massachusetts Office of Travel & Tourism brings together the public and private sectors to promote Massachusetts as a friendly, family-oriented destination in the midst of rich historical and cultural tradition.

Massachusetts Office of International Trade and Investment (MOITI): The mission of the Massachusetts Office of International Trade & Investment is to expand the Massachusetts economy by marketing the state's businesses internationally, through focused export promotions, attracting foreign companies to invest in Massachusetts, and handling protocol as it relates to trade and investment.

State Office of Minority and Women Business Assistance (SOMWBA): The State Office of Minority & Women Business Assistance promotes the development of business enterprises and non-profit organizations owned or operated by minorities and women.

Massachusetts Office of Small Business and Entrepreneurship (OSBE): The Office of Small Business & Entrepreneurship works with the Commonwealth's small businesses to connect them with the many service providers of technical assistance and financing to create successful enterprises and grow jobs.

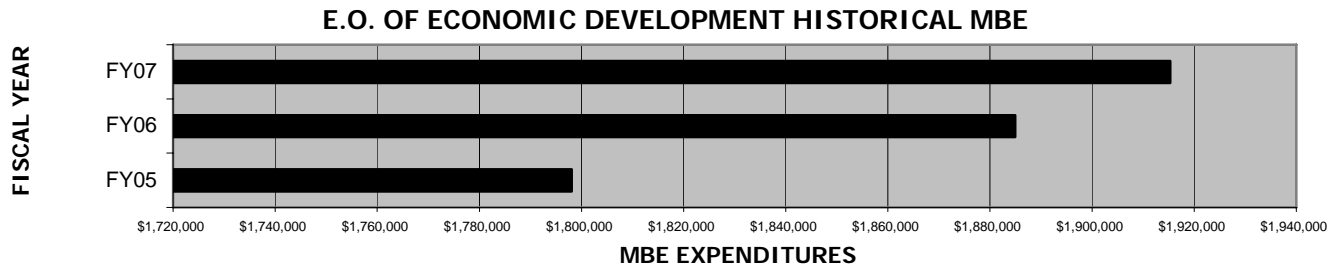
Office of Consumer Affairs And Business Regulation: Our goal for FY2008 continues to be the utilization of MBE/WBE vendors whenever possible. We welcome the opportunity for continued growth in our Affirmative Market Program efforts as funding and other opportunities allow.

Division of Occupational Safety (DOS): The mission of the Massachusetts Division of Occupational Safety is to protect workers' wages, health and safety, and working conditions. DOS protects workers through collaboration with other entities, both public and private, education and training, consultation, data collection and analysis, and fair, consistent and responsible administration and enforcement of its statutes and regulations. DOS carries out its objectives in a manner that supports responsible employers and strengthens the Commonwealth's communities and economy.

**Executive Office of Economic Development
Historical Spending Trend-Minority Business Enterprises (MBEs)**

| | FY05 | FY06 | FY07 |
|--|--------------------|--------------------|--------------------|
| Apprentice Training | \$5,947 | * | * |
| Board of Conciliation and Arbitration | \$3,006 | \$7,566 | \$1,017 |
| Department of Business and Technology | \$66,685 | \$70,525 | \$343,220 |
| Department of Industrial Accidents | \$276,364 | \$221,702 | \$222,122 |
| Department of Telecommunications and Energy | \$68,631 | \$68,925 | \$89,724 |
| Department of Workforce Development | \$8,374 | \$1,240,369 | \$957,050 |
| Division of Banks | \$33,203 | \$37,536 | \$22,252 |
| Dept. of Unemployment Assistant (formerly Division of Employment and Training) | \$1,127,844 | * | * |
| Division of Energy Resources | \$16,548 | \$8,856 | \$8,012 |
| Division of Insurance | \$59,114 | \$65,939 | \$129,152 |
| Division of Labor, Division of Occupational Safety | \$39,984 | \$62,330 | \$28,652 |
| Division of Professional Licensure | \$38,832 | \$37,657 | \$30,514 |
| Division of Standards | \$9,432 | \$8,511 | \$9,550 |
| Executive Office of Economic Development | \$4,986 | \$11,336 | \$13,307 |
| Joint Labor Management Committee | \$1,336 | \$3,139 | \$1,523 |
| Labor Relations Commission | \$3,758 | \$6,307 | \$4,085 |
| Office of Consumer Affairs and Business Regulation | \$20,682 | \$21,751 | \$46,208 |
| State Racing Commission | \$13,368 | \$12,489 | \$8,910 |
| TOTAL | \$1,798,094 | \$1,884,938 | \$1,915,298 |

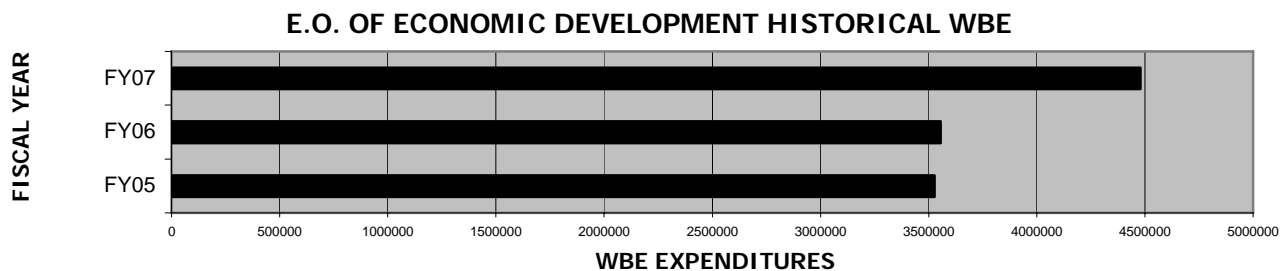
* In FY06 Department Workforce Development (includes DUA, DCS and DAT)



**The Executive Office of Economic Development
Historical Spending Trend-Women Business Enterprises (WBEs)**

| | FY05 | FY06 | FY07 |
|---|--------------------|--------------------|--------------------|
| Apprentice Training | \$23,328 | * | * |
| Board of Conciliation and Arbitration | \$816 | \$7,173 | \$1,275 |
| Department of Business and Technology* | \$1,035,104 | \$997,047 | \$1,048,678 |
| Department of Industrial Accidents | \$337,060 | \$741,109 | \$1,000,965 |
| Department of Telecommunications and Energy | \$57,041 | \$149,450 | \$201,479 |
| Department of Workforce Development | \$18,952 | \$1,206,243 | \$1,488,791 |
| Division of Banks | \$232,784 | \$112,127 | \$208,030 |
| Dept. of Unemployment Assistance (formerly Division of Employment and Training) | \$1,570,956 | * | * |
| Division of Energy Resources | \$7,927 | \$68,628 | \$39,721 |
| Division of Insurance | \$81,554 | \$69,586 | \$131,046 |
| Division of Occupational Safety | \$39,387 | \$55,298 | \$32,740 |
| Division of Professional Licensure | \$48,803 | \$53,014 | \$270,141 |
| Division of Standards | \$5,241 | \$9,848 | \$9,609 |
| Executive Office of Economic Development | \$44,843 | \$8,142 | \$10,196 |
| Joint Labor Management Committee | \$1,336 | \$1,283 | \$1,923 |
| Labor Relations Commission | \$3,216 | \$3,750 | \$3,796 |
| Office of Consumer Affairs and Business Regulation | \$11,667 | \$62,851 | \$25,716 |
| State Racing Commission | \$7,610 | \$9,799 | \$5,102 |
| TOTAL | \$3,527,625 | \$3,555,348 | \$4,479,208 |

* In FY06 Department Workforce Development (includes DUA, DCS and DAT)



**The Executive Office of Economic Development
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE DEPARTMENT OF BUSINESS AND TECHNOLOGY | | | | | | | | |
|---|---------------------|------------------------|--------------------|-----------------------|-----------------------|--------------------------------|----------------------------|-----------------|
| | FY07 Disc. Base | 2Yr (05/06) Average | FY07 Proj. Incr | FY07 MBE Benchmark | Final Expenditures | Sub- Contractor Payments | Total FY07 Expenditures | Variance |
| Board of Conciliation and Arbitration | \$56,761 | \$5,286 | \$0 | \$5,286 | \$921 | \$96 | \$1,017 | (\$4,269) |
| Department of Business and Technology | \$10,603,431 | \$68,605 | \$0 | \$68,605 | \$343,034 | \$186 | \$343,220 | \$274,615 |
| Department of Industrial Accidents | \$5,621,256 | \$249,033 | \$10,967 | \$260,000 | \$190,151 | \$31,971 | \$222,122 | (\$37,878) |
| Department of Telecommunications and Energy | \$2,330,105 | \$68,778 | \$0 | \$68,778 | \$87,353 | \$2,371 | \$89,724 | \$20,946 |
| Department of Workforce Development | \$24,124,723 | \$1,191,267 | \$0 | \$1,191,267 | \$867,667 | \$89,383 | \$957,050 | (\$234,217) |
| Division of Banks | \$1,393,045 | \$35,370 | \$0 | \$35,370 | \$20,301 | \$1,951 | \$22,252 | (\$13,118) |
| Division of Energy Resources | \$410,163 | \$12,702 | \$0 | \$8,012 | \$8,012 | | \$8,012 | \$0 |
| Division of Insurance | \$3,338,687 | \$62,527 | \$0 | \$62,527 | \$124,833 | \$4,319 | \$129,152 | \$66,626 |
| Division of Labor, Division of Occupational Safety | \$816,387 | \$51,157 | \$0 | \$51,157 | \$27,153 | \$1,499 | \$28,652 | (\$22,505) |
| Division of Professional Licensure | \$1,205,510 | \$38,245 | \$0 | \$38,245 | \$30,346 | \$168 | \$30,514 | (\$7,731) |
| Division of Standards | \$110,000 | \$8,972 | \$0 | \$8,972 | \$6,060 | \$3,490 | \$9,550 | \$579 |
| Executive Office of Economic Development | \$7,617 | \$8,161 | (\$544) | \$7,617 | \$13,307 | | \$13,307 | \$5,690 |
| Joint Labor Management Committee | \$115,114 | \$2,238 | \$0 | \$2,238 | \$1,450 | \$73 | \$1,523 | (\$715) |
| Labor Relations Commission | \$40,691 | \$5,033 | \$0 | \$5,033 | \$3,868 | \$217 | \$4,085 | (\$948) |
| Office of Consumer Affairs and Business Regulation | \$309,803 | \$21,217 | \$0 | \$21,217 | \$46,208 | | \$46,208 | \$24,992 |
| State Racing Commission | \$89,981 | \$12,929 | \$0 | \$12,929 | \$8,910 | | \$8,910 | (\$4,019) |
| TOTAL | \$50,573,274 | \$1,841,517 | \$10,423 | \$1,847,250 | \$1,779,574 | \$135,724 | \$1,915,298 | \$68,049 |

| WOMEN BUSINESS ENTERPRISE DEPARTMENT OF BUSINESS AND TECHNOLOGY | | | | | | | | |
|--|---------------------|--------------------|-------------------|--------------------|--------------------|--------------------------------|--------------------|--------------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Board of Conciliation and Arbitration | \$56,761 | \$3,995 | \$0 | \$3,995 | \$1,179 | \$96 | \$1,275 | (\$2,720) |
| Department of Business and Technology | \$10,603,431 | \$1,016,076 | (\$205,500) | \$810,576 | \$1,047,175 | \$1,503 | \$1,048,678 | \$238,103 |
| Department of Industrial Accidents | \$5,621,256 | \$539,085 | \$160,915 | \$700,000 | \$984,691 | \$16,274 | \$1,000,965 | \$300,966 |
| Department of Telecommunications and Energy | \$2,330,105 | \$103,246 | \$0 | \$103,246 | \$201,115 | \$364 | \$201,479 | \$98,234 |
| Department of Workforce Development | \$24,124,723 | \$1,409,740 | \$0 | \$1,409,740 | \$1,168,708 | \$320,083 | \$1,488,791 | \$79,052 |
| Division of Banks | \$1,393,045 | \$172,456 | \$0 | \$172,456 | \$201,070 | \$6,960 | \$208,030 | \$35,575 |
| Division of Energy Resources | \$410,163 | \$38,278 | \$0 | \$38,278 | \$38,645 | \$1,076 | \$39,721 | \$1,444 |
| Division of Insurance | \$3,338,687 | \$75,570 | \$0 | \$75,570 | \$126,359 | \$4,687 | \$131,046 | \$55,476 |
| Division of Labor, Division of Occupational Safety | \$816,387 | \$47,343 | \$0 | \$47,343 | \$31,437 | \$1,303 | \$32,740 | (\$14,603) |
| Division of Professional Licensure | \$1,205,510 | \$50,909 | \$0 | \$50,909 | \$269,672 | \$469 | \$270,141 | \$219,233 |
| Division of Standards | \$110,000 | \$7,545 | \$0 | \$7,545 | \$6,060 | \$3,549 | \$9,609 | \$2,065 |
| Executive Office of Economic Development | \$7,617 | \$26,493 | (\$18,876) | \$7,617 | \$10,196 | | \$10,196 | \$2,580 |
| Joint Labor Management Committee | \$115,114 | \$1,310 | \$0 | \$1,310 | \$1,579 | \$344 | \$1,923 | \$614 |
| Labor Relations Commission | \$40,691 | \$3,483 | \$0 | \$3,483 | \$3,737 | \$59 | \$3,796 | \$313 |
| Office of Consumer Affairs and Business Regulation | \$309,803 | \$37,259 | \$0 | \$37,259 | \$25,716 | | \$25,716 | (\$11,543) |
| State Racing Commission | \$89,981 | \$8,705 | \$0 | \$8,705 | \$5,102 | | \$5,102 | (\$3,603) |
| TOTAL | \$50,573,274 | \$3,541,487 | (\$63,461) | \$3,478,026 | \$4,122,441 | \$356,767 | \$4,479,208 | \$1,001,183 |

DEPARTMENT OF EDUCATION (DOE)

Message from the Commissioner

The Department of Education is committed to ensuring minority and women business enterprises are included in the planning and implementation of all programs of the department through spending priorities. We will continue to strive to meet aggressive goals, combined with improved outreach and will continue to award grants and contracts to certified minority and women business enterprises.

*Jeffrey Nelhaus
Acting Commissioner*

Mission Statement

The Department of Education's mission is to improve the quality of the public education system. Our goals are to prevent the achievement gap from starting; to close the gap where it exists; and to challenge all students to proficiency and beyond. If we meet these goals, we will achieve our vision: that all students will succeed as productive and contributing members of our democratic society and the global economy.

FY07 MBE Narrative

In Fiscal Year 2007, the Department of Education succeeded in exceeding its' Benchmark of \$1,663,094. Expenditures totaling \$1,879,850, an increase of 12%, went to MBE certified vendors. The Department utilized MBE vendors for office supplies, program coordinators, printing expenses, financial services, temporary help services, information technology professionals, office furnishings, out of state travel services, , and information technology equipment. We will continue to work within the agency's procurement unit to increase the amount of discretionary monies utilizing M/WBE certified vendors whenever possible.

FY07 WBE Narrative

In Fiscal Year 2007, the Department of Education succeeded in exceeding its' Benchmark of \$1,434,740. Expenditures totaling \$2,949,090, an increase of 105%, went to WBE certified vendors. The Department utilized WBE vendors for office supplies, information technology professionals, media design, temporary help services, printing expenses, visiting lecturers, program coordinators, office equipment maintenance and repair, information technology equipment, and office furnishings and equipment. We will continue to work within the agency's procurement unit to increase the amount of discretionary monies utilizing M/WBE certified vendors whenever possible.

Agencies

The Department of Early Education and Care: The Department of Early Education and Care seeks to utilize minority and women owned vendors wherever possible. Most of our childcare providers are women owned business though it is likely many of them are not certified as such. Since EEC serves such a diverse population many are also minority entities.

Mission Statement: EEC will lead the way in helping Massachusetts children and families reach their full potential. By providing and coordinating a range of services and assistance, EEC will continuously improve the quality, affordability, and accessibility of early education and care in the Commonwealth.

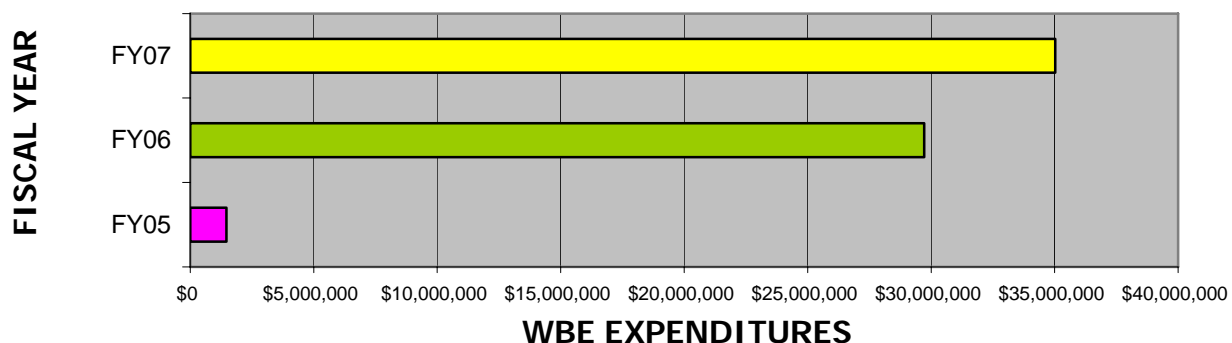
Historical Spending Trend Women Business Enterprise (MBE)

DEPARTMENT OF EDUCATION

| | FY05 | FY06 | FY07 |
|--|--------------------|---------------------|---------------------|
| Department of Education | \$1,463,440 | \$1,704,357 | \$1,879,850 |
| Department of Early Education and Care | * | \$28,007,668 | \$33,140,120 |
| TOTAL | \$1,463,440 | \$29,712,025 | \$35,019,970 |

* Agency was not part of DOE in FY05

DEPARTMENT OF EDUCATION HISTORICAL MBE



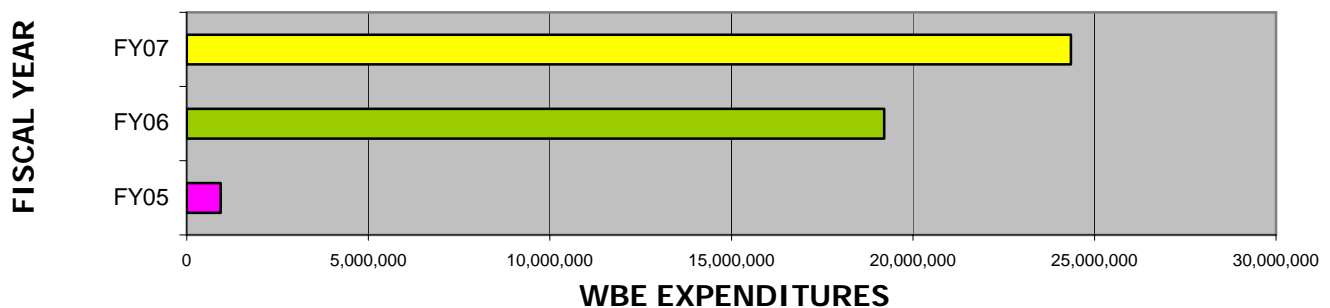
Department of Education Historical Spending Trend Women Business Enterprise (WBE)

DEPARTMENT OF EDUCATION

| | FY05 | FY06 | FY07 |
|--|------------------|---------------------|---------------------|
| Department of Education | \$932,049 | \$1,800,789 | \$2,949,090 |
| Department of Early Education and Care | * | \$17,406,306 | \$21,404,701 |
| TOTAL | \$932,049 | \$19,207,095 | \$24,353,791 |

* Agency was not part of DOE in FY05

DEPARTMENT OF EDUCATION HISTORICAL WBE



**DEPARTMENT OF EDUCATION
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE DEPARTMENT OF EDUCATION | | | | | | | | |
|---|----------------------|---------------------|--------------------|---------------------|---------------------|--------------------------------|---------------------|----------------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Department of Education | \$96,135,762 | \$1,583,899 | \$79,195 | \$1,663,094 | \$1,802,037 | \$77,813 | \$1,879,850 | \$216,757 |
| Department of Early Education and Care | \$181,538,307 | \$33,381,190 | \$1,001,436 | \$34,382,626 | \$29,136,877 | \$4,003,243 | \$33,140,120 | (\$1,242,506) |
| TOTAL | \$277,674,069 | \$34,965,089 | \$1,080,631 | \$36,045,720 | \$30,938,914 | \$4,081,056 | \$35,019,970 | (\$1,025,750) |

| WOMEN BUSINESS ENTERPRISE DEPARTMENT OF EDUCATION | | | | | | | | |
|--|----------------------|---------------------|------------------|---------------------|---------------------|--------------------------------|---------------------|---------------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Department of Education | \$96,135,762 | \$1,366,419 | \$68,321 | \$1,434,740 | \$2,891,533 | \$57,557 | \$2,949,090 | \$1,514,350 |
| Department of Early Education and Care | \$181,538,307 | \$8,741,659 | \$262,250 | \$9,003,909 | \$19,605,000 | \$1,799,701 | \$21,404,701 | \$12,400,792 |
| TOTAL | \$277,674,069 | \$10,108,078 | \$330,571 | \$10,438,649 | \$22,496,533 | \$1,857,258 | \$24,353,791 | \$13,915,142 |

EXECUTIVE OFFICE OF HOUSING & COMMUNITY DEVELOPMENT

GOODS & SERVICES

EXECUTIVE OFFICE OF HOUSING & COMMUNITY DEVELOPMENT (EHCD)

Message from the Secretary

The Executive Office of Housing and Economic Development, like the Affirmative Market Program, has a mission to expand businesses in Massachusetts and to reduce barriers to growth, especially for businesses owned by minorities and women. We remain strongly committed to the goals of Affirmative Market Program and has consistently exceeded AMP benchmarks.

Daniel O'Connell
Secretary

Mission Statement

The Executive Office of Housing and Economic Development (EOHED) coordinates policies and programs across the Department of Business and Technology, the Office of Consumer Affairs and Business Regulation, and the Executive Office of Housing and Community Development. EOHED's mission is to enhance the quality of life of Massachusetts residents by expanding affordable housing opportunities and stimulating job growth in all regions of the Commonwealth. EOHED strives to create a positive climate for both commercial and residential development, while at the same time promoting principles of smart growth. Additionally, the Office seeks to protect consumers through a reasonable regulatory approach to critical business areas such as banking, insurance, and telecommunications

FY07 MBE Narrative

The Executive Office of Housing and Economic Development's (EOHED) budget is relatively small and has limited discretionary spending. However, utilizing vendors from statewide contracts, we exceeded our FY07 benchmarks for MBE expenditures by 74.7%, primarily with regard to office supplies, toner cartridges, peripheral computer equipment, and catering services. Since FY2004, EOHED has steadily increased its level of MBE expenditures, and will work to continue that trend.

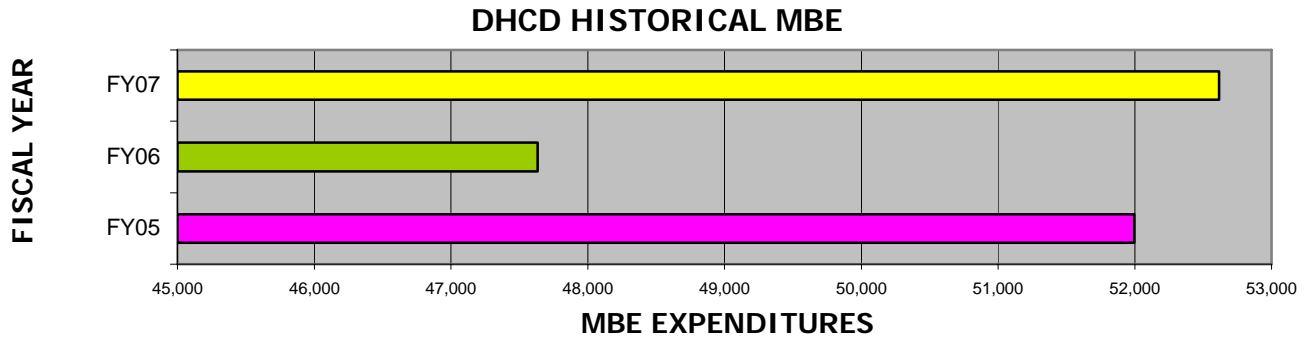
FY07 WBE Narrative

EED has also exceeded its FY07 WBE benchmarks—this time by 33.9%. WBE spending for EED focused primarily on office supplies, toner cartridges, and computer peripherals. EOHED has a history of annually increasing its expenditures to WBE

Historical Spending Trend-Minority Business Enterprises (MBEs)

EXECUTIVE OFFICE OF HOUSING & COMMUNITY DEVELOPMENT

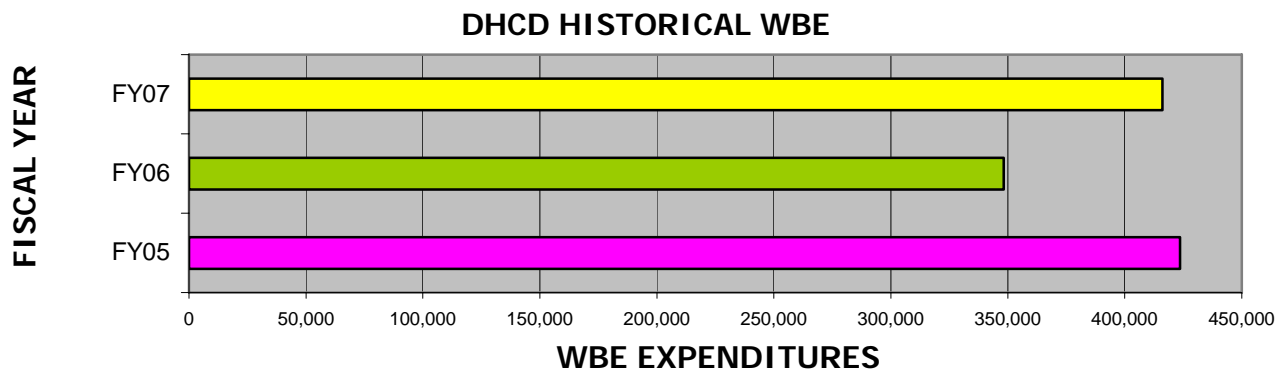
| | FY05 | FY06 | FY07 |
|-----------------------------------|-----------------|-----------------|-----------------|
| Housing and Community Development | \$51,997 | \$47,633 | \$52,616 |
| TOTAL | \$51,997 | \$47,633 | \$52,616 |



Historical Spending Trend-Women Business Enterprises (WBEs)

Executive Office of Housing & Community Development

| | FY05 | FY06 | FY07 |
|-----------------------------------|------------------|------------------|------------------|
| Housing and Community Development | \$423,611 | \$348,239 | \$416,051 |
| TOTAL | \$423,611 | \$348,239 | \$416,051 |



**EXECUTIVE OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT | | | | | | | | |
|---|--------------------|-----------------|------------|-----------------|-----------------|--------------------------------|-----------------|----------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Housing and Community Development | \$3,050,893 | \$49,815 | \$0 | \$49,815 | \$52,398 | \$218 | \$52,616 | \$2,801 |
| TOTAL | \$3,050,893 | \$49,815 | \$0 | \$49,815 | \$52,398 | \$218 | \$52,616 | \$2,801 |

| WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT | | | | | | | | |
|--|--------------------|------------------|------------|------------------|------------------|--------------------------------|------------------|-----------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| Housing and Community Development | \$3,050,893 | \$385,925 | \$0 | \$385,925 | \$415,824 | \$227 | \$416,051 | \$30,126 |
| TOTAL | \$3,050,893 | \$385,925 | \$0 | \$385,925 | \$415,824 | \$227 | \$416,051 | \$30,126 |

EXECUTIVE OFFICE OF HOUSING
&
COMMUNITY DEVELOPMENT

CONSTRUCTION
&
DESIGN

**EXECUTIVE OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

| Executive Office of Housing and Community Development FY07 CONSTRUCTION EXPENDITURES | | | | | | |
|---|-------------------------------|-------------------------|---------------------|---------------------|--|----------------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY07 Expenditures (Col. 3+4) | VARIANCE (Col. 5-2) |
| Executive Office of Housing and Community Development | 45,340,140 | 7,647,781 | 5,808,594 | 2,353,123 | 8,161,717 | 514,936 |
| TOTAL | 45,340,140 | 7,647,781 | 5,808,594 | 2,353,123 | 8,161,717 | 514,936 |

| Executive Office of Housing and Community Development FY07 DESIGN EXPENDITURES | | | | | | |
|---|-------------------------------|-------------------------|---------------------|---------------------|--|----------------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY02 Expenditures (Col. 3+4) | VARIANCE (Col. 5-2) |
| Executive Office of Housing and Community Development | 7,380,953 | 1,098,348 | 111,618 | 434,066 | 545,684 | (552,664) |
| TOTAL | 7,380,953 | 1,098,348 | 111,618 | 434,066 | 545,684 | (552,664) |

**EXECUTIVE OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

| Executive Office of Housing and Community Development | | | | | | |
|---|----------------------|-------------------------|------------------|------------------|------------------------------|------------------------|
| FY07 CONSTRUCTION AWARDS | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Awards | FY07 M/WBE Benchmark | MBE Awards | WBE Awards | FY07 Awards (Col. 3+4) | VARIANCE (Col. 5-2) |
| Executive Office of Housing and Community Development | 33,084,572 | 4,992,833 | 4,264,559 | 9,255,961 | 13,250,520 | 8,257,687 |
| TOTAL | 33,084,572 | 4,992,833 | 4,264,559 | 9,255,961 | 13,250,520 | 8,257,687 |

| Executive Office of Housing and Community Development | | | | | | |
|---|----------------------|-------------------------|----------------|----------------|------------------------------|------------------------|
| FY07 DESIGN AWARDS | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Awards | FY07 M/WBE Benchmark | MBE Awards | WBE Awards | FY02 Awards (Col. 3+4) | VARIANCE (Col. 5-2) |
| Executive Office of Housing and Community Development | 3,744,660 | 813,568 | 478,235 | 346,723 | 824,958 | 11,390 |
| TOTAL | 3,744,660 | 813,568 | 478,235 | 346,723 | 824,958 | 11,390 |

MASSHOUSING

GOODS & SERVICES

MASSHOUSING

Message from the Executive Director

"MassHousing, the state's affordable housing bank, has long held that its investments in affordable housing create economic opportunities and jobs. Targeting those economic opportunities and jobs to communities in which that housing is located makes for stronger, self-sustaining communities. In fiscal year 2007, MassHousing continued to make a significant commitment of personnel and financial resources to develop and implement an affirmative strategy which promotes procurement and contracting opportunities for minority and women business enterprises across all areas of the Agency.

MassHousing expended over \$1 million with minority and women business enterprises through its self-funded administrative budget (MassHousing does not receive any appropriated funds). \$50 million of awards were made to MBEs and \$40 million of awards were made to WBEs through MassHousing's construction lending programs. An additional \$35 million was expended with MBEs and \$20 million with WBEs for goods and services purchased by the owners and property managers in MassHousing's rental housing portfolio."

Thomas R. Gleason
Executive Director

Mission Statement

MassHousing offers a variety of financial resources to promote decent, safe and affordable housing throughout the Commonwealth. Since its creation in 1966, MassHousing has provided more than \$10 billion to finance approximately 88,000 rental apartments in over 700 properties statewide and over 48,000 home mortgages to first-time, low- and moderate-income borrowers throughout the state. We have also assisted an additional 9,400 homeowners with home improvement, deleading, and septic system repair loan programs. MassHousing's commitment to challenge traditional lending practices combines innovation with sound business practices – a philosophy that reinforces the Agency's position as a leader in affordable housing finance.

FY07 MBE Narrative

MassHousing established a benchmark of \$873,989 in its self-funded administrative budget for Minority Business Enterprise (MBE) participation in FY 2007. MassHousing expended \$567,544 or 65% of the projected goal with SOMWBA-certified MBE vendors. The decrease in MBE achievement - compared to FY 2006 - is attributable to the completion of a large research contract. The Agency will seek out additional opportunities to replace the loss of these expenditures.

FY07 WBE Narrative

For Women Business Enterprises, in the Agency's self-funded budget, the Agency benchmarked a goal of \$313,858. The Agency exceeded its goal by expending \$464,961 or 148% of the benchmark. The Agency will continue to seek out additional opportunities to utilize women-owned businesses.

MassHousing Construction Projects – Statewide*

For FY 2007, MassHousing had 17 projects under construction, representing \$261,394,567 in total awards. Of this amount, \$50,461,832 or 19.3% were awarded to MBEs and \$40,333,840 or 15.5% were awarded to WBEs and M/WBEs.

MassHousing Portfolio Properties – Statewide

Of the 511 developments in MassHousing's rental housing portfolio reporting during FY 2007, a total of \$187,373,450 was expended for supplies, equipment and services across the state. Of this amount, \$34,828,189 or 18.6% were attributed to MBE expenditures and \$19,927,130 or 10.6% to WBE and M/WBE expenditures.

MassHousing Business Development and Technical Assistance Initiatives

1. MassHousing's 17th Annual MBE/WBE Trade Fair was held. The Trade Fair provided M/WBEs the opportunity to network and market their businesses to management company executives, property managers and general contractors who attended.
2. The Agency sponsored a Pre-Trade Fair Vendor Workshop for MBEs and WBEs planning to exhibit at the Trade Fair to learn how to market their goods and services, develop business opportunities and increase the profitability of their businesses.
3. The Agency held six Regional Management Company Meetings across the state at which information on successful M/WBE companies was provided to management companies having difficulty meeting their MBE and WBE utilization goals.
4. The Agency provided Small Business Capacity-Building Workshops. These workshops were designed to help M/WBEs to:
 - Gain access to capital and credit;
 - Develop a business plan;
 - Enhance revenues, profits, and market share;
 - Obtain their SOMWBA Certification;
 - Develop their bidding and estimating capabilities;
 - Enhance their financial management ability;
 - Become more knowledgeable of business insurance needs; and
 - Market their businesses more effectively.
5. The Compliance and Diversity Division continues to collaborate with the Agency's Division Directors in advance of all RFPs being issued so as to identify and recruit qualified MBE and WBE bidders.
6. Upgrades were made to the Agency's Accounts Payable and Executive Information Systems in order to enhance the Agency's ability to monitor and report on its utilization of MBEs and WBEs in its own procurement practices.

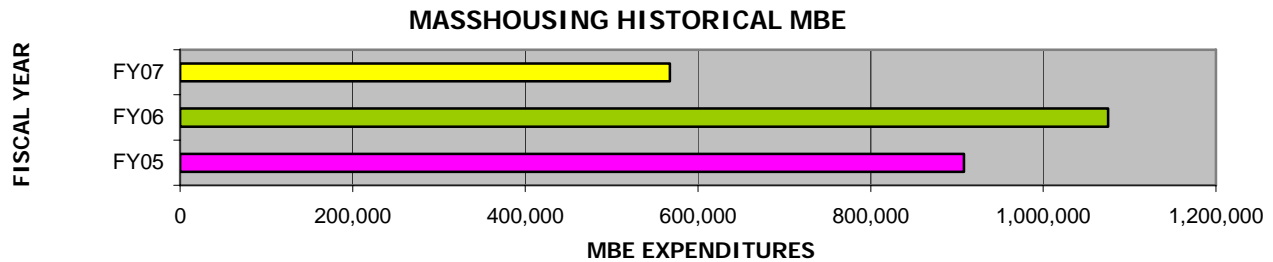
***Please Note:** Minority Women Owned Business dollars awarded and/or expended are counted in both MBE and WBE achievement categories.

MASSHOUSING

Historical Spending Trend Minority Business Enterprises (MBEs)*

MassHousing

| | FY05 | FY06 | FY07 |
|--------------|------------------|--------------------|------------------|
| MassHousing | \$908,135 | \$1,075,000 | \$567,544 |
| Total | \$908,135 | \$1,075,000 | \$567,544 |



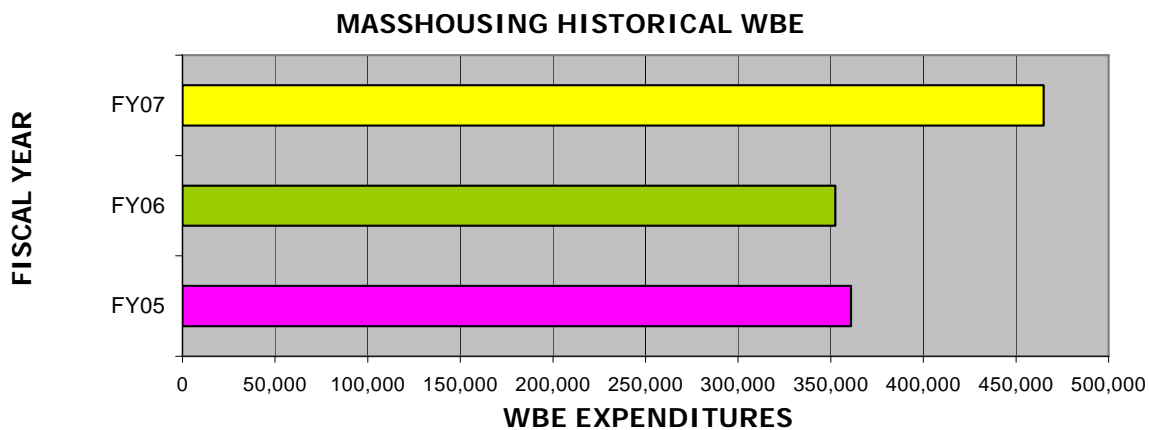
MASSHOUSING

Historical Spending Trend Women Business Enterprises (WBEs)*

MassHousing

| | FY05 | FY06 | FY07 |
|--------------|------------------|------------------|------------------|
| MassHousing | \$360,951 | \$352,461 | \$464,961 |
| Total | \$360,951 | \$352,461 | \$464,961 |

*Please note: Expenditure dollars for Minority Women Business Enterprises are counted in both Women and Minority Business categories.



**MASSHOUSING
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
GOODS AND SERVICES**

| MINORITY BUSINESS ENTERPRISE MASSHOUSING | | | | | | | | |
|---|---------------------|------------------|------------|------------------|------------------|--------------------------------|------------------|--------------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| MassHousing | \$10,690,489 | \$873,989 | \$0 | \$873,989 | \$553,045 | \$14,499 | \$567,544 | (\$306,445) |
| TOTAL | \$10,690,489 | \$873,989 | \$0 | \$873,989 | \$553,045 | \$14,499 | \$567,544 | (\$306,445) |

| WOMEN BUSINESS ENTERPRISE MASSHOUSING | | | | | | | | |
|--|---------------------|------------------|------------|------------------|------------------|--------------------------------|------------------|------------------|
| | FY07 | 2Yr (05/06) | FY07 | FY07 MBE | Final | Sub- Contractor Payments | Total FY07 | Variance |
| | Disc. Base | Average | Proj. Incr | Benchmark | Expenditures | | Expenditures | |
| MassHousing | \$10,690,489 | \$313,858 | \$0 | \$313,858 | \$193,773 | \$271,188 | \$464,961 | \$151,103 |
| TOTAL | \$10,690,489 | \$313,858 | \$0 | \$313,858 | \$193,773 | \$271,188 | \$464,961 | \$151,103 |

MASSHOUSING

CONSTRUCTION
&
DESIGN

**MASSHOUSING
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

| MASSHOUSING | | | | | | |
|--------------------------------|----------------------------|-------------------------|---------------------|---------------------|-----------------------------------|-----------------------|
| FY07 CONSTRUCTION EXPENDITURES | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY07 EXPENDITURES (Col.3+4) | VARIANCE (Col.5-2) |
| MassHousing | \$204,220,486 | \$51,259,342 | \$32,082,779 | \$29,356,557 | \$61,439,336 | \$10,179,994 |
| Total | \$204,220,486 | \$51,259,342 | \$32,082,779 | \$29,356,557 | \$61,439,336 | \$10,179,994 |

| MASSHOUSING | | | | | | |
|--------------------------|----------------------------|-------------------------|---------------------|---------------------|------------------------------------|-----------------------|
| FY07 DESIGN EXPENDITURES | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Expenditures | FY07 M/WBE Benchmark | MBE Expenditures | WBE Expenditures | FY07 EXPENDITURES (Col. 3+4) | VARIANCE (Col.5-2) |
| MassHousing | N/A | N/A | N/A | N/A | N/A | N/A |
| Total | N/A | N/A | N/A | N/A | N/A | N/A |

**MASSHOUSING
AFFIRMATIVE MARKET PROGRAM
FY07 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

| MASSHOUSING SUMMARY | | | | | | |
|---------------------------------|----------------------------|------------------------|---------------------|---------------------|-----------------------------|-----------------------|
| FY07 CONSTRUCTION AWARDS | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | FY07 Total Total Awards | FY07M/WBE Benchmark | MBE Awards | WBE Awards | FY07 Awards (Col.3+4) | VARIANCE (Col.5-2) |
| MassHousing | \$250,668,535 | \$65,525,556 | \$50,461,832 | \$40,333,840 | \$90,795,672 | \$25,270,116 |
| TOTAL | \$250,668,535 | \$65,525,556 | \$50,461,832 | \$40,333,840 | \$90,795,672 | \$25,270,116 |

| STATEWIDE SUMMARY | | | | | | |
|---------------------------|----------------------|-------------------------|---------------|---------------|------------------------------|-----------------------|
| FY07 DESIGN AWARDS | | | | | | |
| | FY07 Total Awards | FY07 M/WBE Benchmark | MBE Awards | WBE Awards | FY 02 Awards (Col.3+4) | VARIANCE (Col.5-2) |
| MassHousing | N/A | N/A | N/A | N/A | N/A | N/A |
| TOTAL | N/A | N/A | N/A | N/A | N/A | N/A |

APPENDIX

APPENDIX A

AFFIRMATIVE MARKET PROGRAM BUSINESS ADVISORY BOARD



AMP BUSINESS ADVISORY BOARD

Historical Background:

The Affirmative Market Program (AMP) currently housed at OSD, was established in August of 1996 through Executive Order 390 as signed by then Governor Weld and Lt. Governor Cellucci "Establishing an Affirmative Market Program in Public Contracting". It establishes a policy to promote the award of state contracts in a manner that develops and strengthens certified Minority and Women Business Enterprises (M/WBEs).

In establishing Executive Order 390 the "Commonwealth has affirmed responsibility to develop and maintain equitable practices and policies in the public marketplace." The hearings and investigations that both the Massachusetts Commission Against Discrimination and the Executive Office of Transportation and Construction conducted produced the documentation necessary to demonstrate the purpose for Executive Order 390. Therefore all executive offices, agencies, departments, boards, and commissions of the Commonwealth are directed to implement the narrowly tailored Affirmative Market Program.

Subject to the approval of the Secretary of Administration and Finance or his/her designee all participating state agencies and authorities shall set annual benchmarks for spending with certified minority- and women-owned businesses. A diverse business community strengthens the economy and is beneficial to all of the citizens of the Commonwealth of Massachusetts.

Mission:

To assist the Commonwealth, and its AMP participating entities in maintaining the objectives of Executive Order 390. In doing so, the AMP Business Advisory Board would be responsible for providing input, which would represent the interests of SOMWBA certified vendors. Board involvement would include, but is not limited to, feedback and input in an advisory capacity and through participation in quarterly meetings or as needed.

Purpose:

The Business Advisory Board will make contributions to the program for the purpose of improving performance of AMP targets by the certified vendor community and state entities. The Business Advisory Board will serve the program directors by advising, informing and cultivating a partnership to maximize participation of minority- and women-owned businesses in the state contracting system.

Criteria for Selection:

The Secretary for Administration and Finance, the State Procurement Agent and the Affirmative Market Program Executive Director will nominate potential members of the Board. Business Advisory Board members will be those minority- and women-owned, state-certified businesses participating in the Affirmative Market Program, community based programs whose mission includes the concerns of minority- and women-owned businesses, or other entities that represent the interests of minority- and women-owned businesses. All participants should be familiar with the Affirmative Market Program, Executive Order 390, and the state procurement process.

State certified businesses should maintain in good standing their certification status as mandated by EO 390 and meet all compliance of their certification requirements.

Responsibilities:

All qualified participants will be requested to commit to a one-year membership to the Board to be extended at the discretion of the Executive Director. Board members must commit to:

- Attend quarterly meetings and any other meetings set by program director.
- Perform in the best interest of the AMP.
- Use discretion on matters discussed at meetings.
- Partner with program Executive Directors to assist in AMP agenda and objectives.
- Provide resources, information and advice to AMP directors.
- Maintain knowledge of current procurement regulations and procedures.
- Maintain state certification status, if applicable.
- Perform assigned tasks.

AFFIRMATIVE MARKET PROGRAM BUSINESS ADVISORY 2008

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APPENDIX B

EXECUTIVE ORDER 390

***"ESTABLISHING AN
AFFIRMATIVE MARKET PROGRAM
IN PUBLIC CONTRACTING"***

EXECUTIVE ORDER 390

AFFIRMATIVE MARKET PROGRAM IN PUBLIC CONTRACTING



THE COMMONWEALTH OF MASSACHUSETTS
Executive Department
State House Boston 02133
(617) 727-3600

ARGEO PAUL CELLUCCI
GOVERNOR

CHARLES D. BAKER
SECRETARY

By His Excellency

WILLIAM F. WELD
GOVERNOR

EXECUTIVE ORDER NO. 390

ESTABLISHING AN AFFIRMATIVE MARKET PROGRAM
IN PUBLIC CONTRACTING

WHEREAS, The Commonwealth has an affirmative responsibility to develop and maintain equitable practices and policies in the public marketplace;

WHEREAS, a diverse business community strengthens the state economy and is beneficial to all of the citizens of the Commonwealth;

WHEREAS, in 1990, the Massachusetts Commission Against Discrimination conducted hearings and investigations which documented a history of discrimination against minorities and women in the Commonwealth, and in 1994, the Executive Office of Transportation and Construction produced a Disparity Study which documented a history of discrimination against minority and women owned businesses, in which the Commonwealth's agencies were participants;

WHEREAS, this discrimination against minorities and women currently affects the utilization of minority and women owned businesses in state contracting;

WHEREAS, the Commonwealth has a compelling interest in redressing the effects of past discrimination through the utilization of the available and qualified pool of minority and women owned businesses;

NOW, THEREFORE, I, WILLIAM F. WELD, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me as Supreme Executive Magistrate, and Lieutenant Governor ARGEO PAUL CELLUCCI, do hereby order as follows:

Section 1.**Declaration of Policy** .It is the policy of the Commonwealth to promote equality in the market and, to that end, to encourage full participation of minority and women owned businesses in all areas of state contracting, including contracts for construction, design, goods and services.

Section 2.**Affirmative Market Plans**. The Commonwealth has a compelling interest in using racial and gender based classifications for the purposes of remedying past discrimination and promoting other, non-remedial objectives such as the delivery of effective human services in the areas of public health, safety and welfare.

Subject to the approval and direction of the Secretary of Administration and Finance, all executive offices, agencies, departments, boards and commissions of the Commonwealth (hereinafter referred to as "Agency" or "Agencies") are hereby directed to implement the narrowly tailored affirmative market program set forth in this Executive Order which shall include race and gender conscious goals where necessary to eliminate disparity between minority or women owned businesses (M/WBEs) and other business entities in the relevant market, defined as the Commonwealth of Massachusetts.

For purposes of this Executive Order, "minority" shall be defined as a permanent resident of the U.S. operating a business .within the Commonwealth who is black, Western Hemisphere Hispanic, Asian, American Indian, or Cape Verdean, and a "Minority Business Enterprise" (MBE) as a minority business certified by the State Office of Minority and women Business Assistance (SOMWBA) or another state Agency. A "Woman Business Enterprise" (WBE) shall be a business certified as such by SOMWBA or another state Agency.

Goals for M/WBE participation in state funded contracts shall be based upon the broadest and most inclusive pool of available M/WBEs capable of performing the contracts and interested in doing business with the Commonwealth in the areas of construction, design, goods and services. SOMWBA, or its successor, shall create and maintain a current directory of certified M/WBEs which will serve as one source of information in determining the pool of available M/WBEs. Goals shall be established by the Secretary of Administration and Finance, or his/her designee, and shall be expressed as overall annual program goals, applicable to the total dollar amount of an Agency's contracts awarded during the fiscal year for each of the Agency's types of contracts. The goals established in Section 1.2 of Executive Order 237 shall remain in effect until revised goals are developed pursuant to this Executive order, which shall occur promptly, but in no event later than January 1, 1997. Goals developed pursuant to this Executive Order shall be revised as necessary for the fiscal year beginning July 1, 1997 and at least every two years thereafter.

The Secretary of Administration and Finance, or his/her designee, shall develop a procedure by which Agencies may, for an individual contract, adjust the goals for M/WBE participation (whether the goals are established pursuant to Executive Order 237 or pursuant to this Executive Order) based upon actual availability, geographic location of the project, the contractual scope of work or other relevant factors.

The Secretary of Administration and Finance, or his/her designee, shall develop a good faith efforts waiver procedure by which Agencies may determine, at any time prior to the award of the contract, that compliance with the goals is not feasible and by which Agencies may reduce or waive the goals for an individual contract.

Recognizing the importance of joint ventures and partnerships involving M/WBEs in increasing the participation of M/WBEs in state contracting, the Secretary of Administration and Finance, or his/her designee, shall develop guidelines and procedures for Agencies to follow in contracting with such entities. Such guidelines and procedures shall seek to encourage the development of joint ventures and partnerships for the purpose of contracting with the Commonwealth.

In connection with the affirmative market program, SOMWBA shall regularly review and, where necessary, modify its certification process to ensure that it operates effectively, and shall report annually to the Secretary of Administration and Finance.

Section 3. Capacity Development. The Massachusetts Office of Business Development (MOBD), or its successor, is hereby designated the state Agency responsible for providing a capacity development program to M/WBEs and other interested businesses seeking to do business with the Commonwealth. The capacity development program shall include, but is not limited to, the following core areas of business development: strategic planning, financial management planning, human resource-management and planning, information technology access and management, and . marketing.

MOBD shall report annually to the Secretary of Administration and Finance on its progress in assisting M/WBEs and other businesses.

Contracting Agencies of the Commonwealth shall supplement the capacity development program provided by MOBD with industry specific assistance, training, education and procurement information.

Section 4. Program Oversight, Enforcement and Reporting Requirements.The Secretary of Administration and Finance shall be responsible for the overall management, monitoring and enforcement of the program established pursuant to this Executive Order. A Program Director shall be designated within the Executive Office of Administration and Finance to assist in program development, coordination and compliance. A Director of Enforcement shall be designated within the Executive Office of Administration and Finance with responsibility for monitoring contract compliance across all Agencies, addressing potential program violations and coordinating Agency enforcement activities with SOMWBA and the Attorney General.

Each Secretary and Agency head shall designate a highly placed individual charged with management of this program. Each Secretary and Agency head may designate such other personnel as they deem necessary to support the implementation, monitoring and enforcement of this program and the coordination of those functions. Each Secretariat shall ensure that Agencies establish, subject to guidelines developed by the Secretary of Administration and Finance or his/her designee, special provisions that serve as governing standards for contract compliance. It is the intention of this Executive Order that the principles underlying the affirmative market program be incorporated into the fabric of general management in state government.

Each Secretariat shall report annually to the Secretary of Administration and Finance on the effectiveness of the program, including a report of the total dollar amounts awarded and actually paid to M/WBEs in all areas of state contracting. The Secretary of Administration and Finance shall report annually, within ten weeks of the issuance of the Annual Financial Report by the Office of the Comptroller, to the Minority and Women Business Enterprise Oversight Committee established by this Executive order and to the Governor.

Section 5.Minority and Women Business Enterprise Oversight Committee. The Secretary of Administration and Finance shall appoint a Minority and Women Business Enterprise Oversight Committee, not to exceed twenty members, which shall assist the Secretary in the implementation of this Executive order. Oversight Committee members shall serve for two year terms, except that in the initial appointments, one half shall be appointed to one year terms, and one half shall be appointed to two year terms. Members may serve a maximum of three (3) full two year terms.

Section 6.Independent Authorities and Public Institutions of Higher Learning. Independent authorities and public institutions of higher learning are encouraged to adopt M/WBE policies and programs consistent with this Executive Order.

Section 7.Sunset Provision. The Executive Office for Administration and Finance shall review the program described in this Executive Order at least every five years. The review shall determine: whether the objectives are being met; whether the conditions giving rise to the Order continue to exist; whether race and gender neutral measures are capable of addressing the effects of discrimination without the other measures specified in the order; and whether the program described in the Order should be modified or sunsetted.

Section 8. Effective Date. With the exception of the goal component of the affirmative market program, as set forth in Section 2 of this Executive order, all provisions of this Executive Order are effective immediately. The goal component of Order 237, as set forth in Section 1.2 of Executive Order 237, shall remain in effect until revised goals - are developed pursuant to Section 2 of this Executive Order, but in no event shall it remain in effect beyond January 1, 1997. All other provisions of Executive Order 237 are hereby immediately revoked.

Given at the Executive Chamber in Boston this 6th day of August in the year one thousand nine hundred and ninety-six.

William F. Weld, Governor
Commonwealth of Massachusetts

Argeo Paul Cellucci, Lieutenant Governor
Commonwealth of Massachusetts

William Francis Galvin
Secretary of the Commonwealth

GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS

APPENDIX C

AFFIRMATIVE MARKET PROGRAM

PROCUREMENT LANGUAGE

AFFIRMATIVE MARKET PROGRAM PROCUREMENT LANGUAGE

AFFIRMATIVE MARKET PROGRAM

Refresh Date: November 1, 2006

This document sets forth the guidance pertaining to the Affirmative Market Program (AMP) for incidental purchases, small procurement and large procurements. The requirement of an Affirmative Market Program (AMP) Plan for large procurements is covered in depth.

Affirmative Market Program for Incidental Purchases

An incidental purchase is defined as a one-time, non-recurring, unanticipated need for commodities and/or services with a total dollar value of up to \$5,000. As authorized under M.G.L. c. 7, s. 22, regulation 801 CMR 21.05(1) recognizes the fact that conducting a competitive procurement for certain types of purchases is neither cost-effective nor an efficient use of administrative and staff resources. Therefore, to maximize available resources, encourage best value in purchasing practices and support timeliness, some purchases may be considered incidental in nature. Pursuant to Executive Order 390, agencies should always consider using SOMWBA certified Minority- and Women-Owned Business Enterprises (M/WBE) for incidental purchases. A listing of SOMWBA certified businesses is located at www.mass.gov/somwba. These purchases would assist the agency in reaching their annual Affirmative Market Program benchmarks.

Affirmative Market Program Requirement for Small Procurements

Departments must include at least one SOMWBA certified M/WBE firm (if available for the commodity or service being procured) when distributing the RFR for a small procurement (greater than \$5,000 and equal to or less than \$50,000) if it is not posted on Comm-PASS. To meet this requirement, departments must coordinate their procurement efforts with their Affirmative Market Program Coordinators.

Note: The requirement to include one M/WBE in the distribution if the RFR is posted on Comm-PASS is waived because all M/WBEs have the opportunity to view and respond to the RFR.

These steps are recommended:

- Include the department's AMP Coordinator in the selection of the bidders and the bidding process.
- When sending the RFR to the minimum three bidders, use the SOMWBA certified business list at www.mass.gov/somwba or the OSD-AMP statewide contract certified vendor list at www.mass.gov.amp to obtain the required M/WBE candidate.
- Include the *Affirmative Market Program (AMP) Plan Form* (described in this document) in the RFR. Although this form is not required for small procurements, it can be a productive tool to inform bidders about the Commonwealth's commitment to the Affirmative Market Program.
- When evaluating the response, consider the certification status of the bidder (if the procuring agency has completed thorough research to identify patterns of inequality) as agencies pursue opportunities for meeting benchmarks.

Affirmative Market Program Requirement for Large Procurements

An Affirmative Market Program (AMP) Plan is required for large procurements. Although strongly encouraged for small procurements as well, submission of an AMP Plan is mandated only for large procurements over \$50,000. To assist and encourage bidders' participation in the Affirmative Market Program (AMP), the plan

must be evaluated at 10% or more of the total evaluation. The department has the discretion to require at least two or more components of the AMP Plan (subcontracting, growth and development, ancillary uses, past performance, or other creative initiatives) in order for a bidder to receive total scoring. Departments may award additional points (5% or more) to SOMWBA certified bidders, provided it has concluded, through documented research, that there is an under-utilization of and discrimination against M/WBEs in the procurement area, as evidenced by a disparity study, and that the department has crafted a narrowly tailored plan aimed at correcting any detected disparity. Reference materials that could be included in the research include department historical use of M/WBEs in the commodity or service being procured, utilization studies, availability analysis, public hearings and other anecdotal evidence that documents a history of under-utilization of and discrimination against M/WBEs.

The following sections contain Affirmative Market Program (AMP) Plan guidance, including planning, exemptions, plan components, evaluation, negotiations, implementation and monitoring. They also include guidance for setting benchmarks, a sample plan and evaluation information.

Planning for the Affirmative Market Program Plan in a Procurement

Agencies are directed to implement a narrowly tailored AMP approach. The following steps are important considerations when developing AMP language in an RFR:

- Include AMP Coordinators or their designees as PMT participants or advisors.
- Research the SOMWBA certified vendor pool availability, industry capacity and climate.
- Determine an appropriate AMP approach.
- Require a formal Affirmative Market Program Plan from all bidders (for large procurements).
- Identify compliance and reporting methodologies.
- Determine how the AMP Plan will be evaluated (10% of the total evaluation is the required minimum for large procurements).
- Include additional weight of 5% **or more** for SOMWBA certified businesses if an agency has determined through documented research that a disparity exists and that additional weight would correct this disparity.
- Negotiate the AMP Plan with the selected bidders before contract signing.

Note: A copy of EO390 is attached to this document. In addition, a directory of SOMWBA certified firms is available via the Internet at www.mass.gov/somwba. A Minority Business Enterprise (MBE) or a Woman Business Enterprise (WBE) is defined as a business that has been certified as such by the State Office of Minority and Women Business Assistance (SOMWBA).

Minority- and Women-Owned firms that are not currently SOMWBA certified but would like to be considered as an M/WBE for an RFR should apply for certification. An application is available, and should be filed with SOMWBA in order to be considered as such during the evaluation process. Documentation of having applied for SOMWBA certification must be included as part of the bidder's response. For further information on SOMWBA certification, contact the State Office of Minority and Women Business Assistance at (617) 973-8692 or via the Internet at www.mass.gov/somwba. Other resources are available to M/WBE firms that may qualify for SOMWBA certification at www.mass.gov/amp.

Guidelines for AMP Plan Exemptions

Although submission of an AMP Plan is required for all procurements over \$50,000, OSD recognizes that there may be unique circumstances whereby a PMT or AMP Coordinator may need to exercise some discretion in implementing this requirement. Examples of this might include procurements that result in the establishment of "qualified lists" of contractors, or in those cases where a significant number of small or individually owned and operated businesses are expected to respond to a solicitation. In these cases the PMT may determine that requiring a prospective commitment to a percentage or fixed dollar amount through subcontracting or ancillary

arrangements at the onset of the contract might discourage bidders from responding. OSD does not expect that this will happen often, but where the PMT or AMP Coordinator believes this to be the case, it may exercise some discretion in AMP Plan implementation. The PMT or AMP Coordinator may request a waiver in writing to the AMP office in those cases where a bidder can clearly document that requiring submission of an AMP Plan would present a hardship and would impede their participation in any contracting opportunity. The AMP office will respond to all waiver requests within 10 working days.

If an AMP waiver is approved and a contract signed with the bidder, all parties, including the contractor(s) identified in the waiver, the AMP coordinator and the PMT, must agree to work toward implementing a contractor specific AMP Plan during the life of the contract. The AMP director or designee may follow up periodically with agencies that have received waivers for an update and to assess the progress in implementing the plan.

Components of an Affirmative Market Program Plan (Including Options)

While agencies have flexibility in determining what to request and require in an Affirmative Market Program Plan, it is the agency's responsibility to develop an approach that will result in each agency meeting its annual AMP benchmarks. When drafting the AMP Plan, agencies should determine, based on the scope of the contract and "best value" practices, the components of the AMP Plan required in a bidder's response. Agencies should keep in mind that building M/WBE capacity within all industries will allow for a larger pool of qualified bidders in the future.

The AMP RFR methodology used here is a guideline meant to address items in an AMP Plan. It should be adapted to fit the specific needs of each RFR and contract. Higher evaluation points should clearly be awarded to AMP Plans that show more initiatives, use of certified vendors in the primary industry (defined as the industry directly related to the specified contract), subcontracting expenditure commitments and partnerships for the purpose of contracting with the Commonwealth of Massachusetts.

Agencies have the flexibility to select all or some of the following components for inclusion in the required AMP Plan:

- Subcontracting: Bidders may be asked to include expenditure (benchmark) commitments and copies of subcontracting agreements (which are required, please see the *AMP Plan Form*), Memorandums of Understanding or otherwise binding commitments between the bidder and certified M/WBE firms.
- Growth and Development: Bidders may be asked to submit a plan (benchmark or commitment) for education, training, mentoring, resource sharing, joint activities, and assistance in attaining SOMWBA certification that would increase industry capacity and the pool of qualified SOMWBA certified companies. Other creative initiatives should be encouraged under this option.
- Ancillary Uses of Certified M/WBE Firm(s): Bidders may be asked to include expenditures (benchmark or commitment) for use of certified M/WBE firm(s) with or without the use of written commitments between the bidder and M/WBE firm(s). A description of the ancillary uses of certified M/WBEs, if any, must be in the AMP Plan Form.
- Past Performance: Bidders may be asked to include information on past expenditures with certified M/WBEs for the previous two years.
- Additional Incentives/Other: Agencies are encouraged to include additional incentives for bidders to commit to at least one SOMWBA certified MBE and at least one certified WBE in the submission of their AMP Plans.

Negotiations of the AMP Plan Before Contract Signing

Prior to signing a contract, agencies may negotiate a benchmark or target for spending with SOMWBA certified

M/WBEs for the duration of the contract, but only to increase what was committed in the original response.

- This benchmark should be based on a reasonable and verifiable methodology within the context of their projected revenues (if available) for the new contract, the bidder's past history with M/WBE firms (if applicable), actual availability of certified M/WBEs, geographic location of the project, scope of contractual work and/or other relevant factors.
- This benchmark is a commitment by the bidder. This negotiation will **not** result in an increase in the evaluation scores for bidders. It is in the best interest of bidders to propose a comprehensive AMP Plan with their original proposal since AMP Plan evaluation scores will be based on the original proposals with possible clarifications and BAFOs (Best and Final Offer), if used.
- For bidders who have previously done business with SOMWBA certified M/WBEs, negotiations will include consideration of the bidder's expenditures with M/WBEs for the past two years and projected increases with available SOMWBA certified M/WBEs for the new contract.

The AMP Plan Implementation

Agencies need to develop their own deliverables for AMP Plan implementation. The overall goal is the successful partnering between private businesses, certified vendors and the Commonwealth of Massachusetts to participate in the Affirmative Market Program.

- The PMT, AMP Coordinator or contract manager will set timelines for progress reviews for the purpose of compliance and tracking of the contractor's benchmark. Reviews will be conducted (either quarterly or semi-annually) as determined by the PMT, AMP Coordinator or contract manager. The importance for maintaining such scheduled reviews is to proactively address any issues or difficulties in a timely manner during the contract. This would allow the opportunity to set a strategic plan for M/WBE use with the contractor prior to the annual review to ensure a positive outcome of benchmark evaluations. All progress review documentation must be included in the department's procurement file.
- Contractors may be required to show gross revenues on the contract, expenditures with M/WBE firms, copies of checks to M/WBE subcontractors, current worker's compensation contributions, current unemployment insurance documentation and other information to verify progress in meeting the benchmarks. In those cases where AMP Plan commitments were proposed in a bidder's response based on expected Commonwealth revenues, and the level of Commonwealth spending is less than projected, adjustments will be considered accordingly during the contract review period. Bidders should be advised of this possibility in the RFR so as not to discourage their interest and participation in Commonwealth solicitations. Contractors should report any difficulties in meeting AMP Plan commitments to the contract manager, PMT or AMP Coordinator as soon as they occur.
- Benchmarks will be evaluated every year on the contract anniversary date or at the time of contract renewal.
- Compliance with the AMP Plan is a contractually required, material condition of the contract.

Guidelines for Monitoring and Enforcing Compliance of the AMP Plan

The Executive Office for Administration and Finance (ANF) and the Operational Services Division (OSD) jointly issue the AMP portion of the RFR for use by agencies. It is the expectation that all parties act in good faith in the execution of this AMP policy. The prime contractor should immediately communicate any difficulties relative to compliance with AMP requirements to the contract manager, PMT or AMP Coordinator. Once the contract manager, PMT or AMP Coordinator has had an opportunity to make an assessment of the circumstances and issues involved, appropriate measures will be taken to address any concerns or issues of non-compliance for all parties involved. A contractor may be considered out of compliance with the AMP Plan under

certain conditions including, but not limited to, the following:

- The timeline of the benchmark is not met;
- The AMP form(s), verification(s) of certification or verification of expenditures with M/WBEs are materially incomplete by the due date or are otherwise not submitted in accordance with the contract requirements; and/or
- There is any change in or substitution to identified M/WBEs without prior notification to and approval of the contract manager or AMP Coordinator.

If the contractor or subcontractor is not in compliance with the terms agreed to in the AMP Plan, the contract manager or AMP Coordinator should work closely with the contractor to resolve any outstanding issues. This may involve informal discussions with the contractor about the specific AMP related problem and include a meeting with the contractor to discuss the issue. The contractor shall provide information as is necessary in the judgment of the contract manager, PMT or AMP Coordinator to ascertain its compliance with the terms agreed to in the AMP Plan.

If no resolution occurs and the problem continues, more formal steps should be taken, including the following:

1. Send written notice to the contractor from the contract manager, PMT or AMP Coordinator describing the problem, proposed solution and response time required. Send a copy of the notice to the PTL and OSD, if applicable.
2. Conduct follow-up meetings with the contractor.
3. Initiate formal corrective action plans with written notice from the procuring agency or OSD, as appropriate, if no resolution has occurred at this point.
4. Review invoices upon receipt for the purpose of determining whether to reject said invoices. Any rejected invoices will be returned with a written explanation for its rejection. This may occur at any time during the period of non-compliance with the AMP Plan (depending upon agency-established internal control procedures, the contract manager, PMT or AMP Coordinator and in conjunction with the responsible accounts payable person). Upon notice to the contractor, an agency may suspend a contract until a contractor has resolved the AMP non-compliance. An agency may also impose a penalty fee, upon notice, if it has statutory authority and has specified the potential for a penalty in the RFR.
5. Refer the matter to the agency's legal counsel if a contractor's poor performance in meeting their AMP Plan benchmarks is serious enough to suggest contract termination, debarment or other actions.

The contract manager, PMT or AMP Coordinator should maintain sufficient documentation of all written or verbal communication to support the actions taken to resolve any non-compliance issues with the AMP Plan.

Setting Benchmarks

- To assist agencies in establishing reasonable and realistic AMP benchmarks in each contract, the following formula may be helpful. It is at the discretion of the contract manager to decide which methodology best meets his/her needs according to the specific RFR.

| | | | | |
|---|---|--|---|--|
| Prior Two Year Average M/WBE Expenditures (If Applicable) | + | Projected Additional Expenditures With M/WBE (For Each Year of the Contract) | = | M/WBE Benchmark (For Each Year of the Contract) |
|---|---|--|---|--|

- When both MBEs and WBEs are included in a bidder's AMP response, a separate benchmark should be submitted for each in order to track M/WBE usage and spending separately.
- Benchmarks are expected to increase yearly when factors allow.

- For bidders that have not previously done business with SOMWBA certified Minority- and Women-Owned Businesses (M/WBEs), benchmarks should be negotiated based on vendor pool availability of certified M/WBEs, the total contract amount, M/WBE availability, geographic location of the project, scope of contractual work or other relevant factors.
- Bidders should be encouraged to research available SOMWBA certified M/WBE vendor pools.
- The Contract Manager or Affirmative Market Coordinator will set timelines for progress reviews for the purpose of compliance and tracking of contractor's benchmark (either quarterly or mid-year). Reports from contractors will be required to show gross revenues on the contract and expenditures with certified M/WBE firms to verify progress in meeting the benchmarks. Benchmarks will be evaluated every year at the anniversary date or at the time of contract renewal.

Sample Affirmative Market Program (AMP) Plan Form

OSD has developed the attached sample *Affirmative Market Program (AMP) Plan Form* for use by agencies when issuing RFRs over \$50,000. Use of this specific form is not required; agencies have the flexibility to develop their own forms to capture and evaluate the AMP Plans submitted by bidders. If alternative forms are developed, the following information should, at a minimum, be requested:

- A separate AMP Plan Form for each MBE/WBE with each bidder's response to document the requirements and assist in the evaluation.
- Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of SOMWBA certified M/WBE firms proposed within each AMP Plan.
- A description of each business relationship to be established and how the proposed relationship(s) will result in increased participation of SOMWBA certified M/WBEs in the delivery of commodities and services to the Commonwealth.
- The actual dollar amounts (benchmarks) or percentage of total funds, to be spent with each SOMWBA certified MBE and/or WBE firm in each twelve-month period related to the contract (if the contract duration is for more than one year). The contract manager, PMT or AMP Coordinator can request a bidder to submit a benchmark committing to an actual dollar amount or percentage of total funds.
- The actual dollar amounts spent with each MBE and/or WBE firm in the last 2 years (if applicable).
- A copy of the current SOMWBA certification letter or verification of the application that was submitted to SOMWBA for each MBE or WBE firm.

AFFIRMATIVE MARKET PROGRAM (AMP) PLAN FORM



Affirmative Market Program Commonwealth of Massachusetts

Pursuant to *Executive Order 390*, any contract with a potential financial benefit of \$50,000 or more requires a bidder to complete applicable sections of this form and include the required attachments for consideration in the scoring of their submission for any contracting opportunity with the Commonwealth of Massachusetts.

Bidders must submit one form for each M/WBE AMP Relationship.

| | |
|--|-------------------------------------|
| Bidder Name: | |
| RFR Name/Title: | RFR Number: |
| Contact Name: | |
| Phone: () - | Fax: () - |
| Email address: | |
| Company Address: | |
| Is bidder SOMWBA certified? N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Applied for certification <input type="checkbox"/> | |

Affirmative Market Program Partner (not bidder)

| | |
|---------------------|------------------------|
| M/WBE Contact Name: | |
| M/WBE Company Name: | M/WBE Company Address: |
| M/WBE Telephone: | M/WBE Email: |

AMP Partner's SOMWBA Certification Status. Please Check Only One Per Form:

MBE ☐ WBE ☐ M/WBE ☐ M/W Non Profit ☐ Applied for certification ☐

Certification Expiration Date (copy of certification letter must be attached):

Check type of business relationship here that applies to AMP Partner and complete appropriate section below (1-5):

- ☐ 1. Subcontract: include verification of expenditure commitments and written agreement.
- ☐ 2. Growth & Development: enclose plan for education, training, mentoring, resource sharing, other initiatives.
- ☐ 3. Ancillary: submit verbal or written expenditure commitments.
- ☐ 4. Past Performance: credit for past expenditures with certified M/WBEs (for previous 2 years).
- ☐ 5. Additional Creative Initiatives: further use of at least one certified MBE and one WBE AMP Partner.

1. Please complete this section ONLY if the business relationship is Subcontract (as defined within the

scope of the RFR):

Note: All Subcontracting Partnerships **require** a written agreement between bidder & M/WBE that includes a description of all commodities or services to be acquired from subcontractor and to be presented as part of the AMP Plan submission. It is required that bidders commit a specific dollar amount or a minimum percentage of dollars earned through an awarded contract.

| |
|--|
| Committed Expenditures or Percentage Year 1: |
| Committed Expenditures or Percentage Year 2: |
| Committed Expenditures or Percentage Year 3: |
| Committed Total Expenditures or Percentage For All Years In the Contract |

2. Please complete this section ONLY if the business relationship is Growth & Development:

Note: Bidders should provide a narrative here that describes your approach in building the capacity of the M/WBE, including deliverables or measurable outcomes and anticipated dates of completion which can be validated during the contract. (Attach additional pages as necessary):

| |
|--|
| |
| |

3. Please complete this section ONLY if the business relationship is Ancillary:

Note: Bidders should provide a description of commodities or services Ancillary AMP Partner will provide (continue on additional pages as necessary):

| |
|--|
| Committed Expenditures: Year 1: \$ |
| Committed Expenditures: Year 2: \$ |
| Committed Expenditures: Year 3: \$ |
| Committed Total Spend for Use in Contract: |
| Description of commodities/services to be provided by Ancillary Partner: |

4. Please complete this section for consideration ONLY relating to Past Performance (or historical spending with certified M/WBEs within the last 2 years):

| | |
|---|--------------------|
| List Name (s) of Certified M/WBE Vendor (s): | |
| Circle Certification Status of Vendor (s): MBE WBE M/WBE MNPO WNPO | |
| Description of all expenditures for commodities or services (attach additional pages as necessary): | |
| Reporting Year: | Total Expenditure: |
| Reporting Year: | Total Expenditure: |

5. Please complete this section for consideration ONLY relating to any Additional Incentives:

Please provide a description of any current creative approaches to partnering with certified businesses (attach additional pages as necessary):

| |
|--|
| |
| |
| |
| |

Certification: I hereby certify under the pains and penalties of perjury that the information above is correct, to the best of my knowledge:

| | |
|--|---|
| Signature of Authorized Signatory of Bidder: | Date: / / |
| Print Name: | |
| Title: | |
| Business Name: | Business Address: |

Evaluation of the AMP Plan

An agency's evaluation of the AMP Plan should be based primarily on how well it demonstrates the development and strengthening of Minority and Women Business Enterprises (M/WBEs) within the service area defined by the RFR. Participation of M/WBEs should be considered a "best value" criterion in the procurement process. The following are recommendations or guidelines that can be used as an evaluation tool and adapted to your RFR. You can make your own RFR/Evaluation components or choose other components and scores that best suit the industry and types of contractors the PMT has targeted for the contract. Thoughtful discussions within the PMT and with the AMP Coordinators will provide the best components in the AMP Plan for the particular procurement.

OSD has developed this sample evaluation grid for the AMP by component options, which includes definitions, information to request from bidders and other helpful information. Agencies should make their own evaluation-scoring sheet based on the AMP components selected for that particular RFR. Scores may be based on a poor, fair, good, very good or excellent rating, on a mathematical formula or other scoring methodology.

| AMP Component Option | Definition | Bidder Submission Should Include | Additional Information | Considerations for Evaluation |
|--|---|--|--|--|
| 1. Subcontracting with SOMWBA certified businesses | An individual, business, or organization that is SOMWBA certified and has a contract or formal written agreement to provide services and/or commodities to a Commonwealth contractor. | <ul style="list-style-type: none"> Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of SOMWBA certified M/WBE firms proposed within the AMP Plan. A description of each business relationship to be established, e.g. how the proposed relationship(s) will result in increased business and revenue to SOMWBA certified subcontractors. The actual dollar amounts (benchmark), to be spent with each SOMWBA certified MBE and/or | Using a subcontracting approach in an AMP Plan works best when there is an available pool of qualified M/WBEs. These may be newly incorporated or developing companies that might not be in a position to compete as a prime contractor but could be a valuable subcontracting partner. Subcontractor participation should be based on the broadest and most inclusive available pool of M/WBEs. The services provided via the subcontract will be directly related to the scope of the contract. Agencies should consider and plan for how subcontracting information will be reported by the prime contractor throughout the | PMTs or AMP Coordinators should rate the bidders' responses based on the commitments made in their AMP Plan. Additional weight should be given to the responses that are proposing the greatest dollar commitment to certified M/WBEs through subcontract agreements and to those responses that commit to at least one certified MBE and one certified WBE. |

| AMP Component Option | Definition | Bidder Submission Should Include | Additional Information | Considerations for Evaluation |
|---------------------------|--|---|--|---|
| | | WBE firm during the life of the contract. | contract duration. Agencies can identify potential subcontractors by using the SOMWBA certified business list at www.mass.gov/somwba or the AMP statewide contract certified vendor list at www.mass.gov/amp . | |
| 2. Growth and Development | A plan that addresses the education, training, mentoring, resource sharing, joint activities and general assistance, provided to M/WBEs, that will result in increased capacity in a specific industry and increases the pool of qualified SOMWBA certified companies. | <ul style="list-style-type: none"> Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of M/WBE firms seeking SOMWBA certification proposed within the AMP Plan. A description of each business relationship to be established, e.g., how the proposed relationship(s) will result in increased business and revenue to SOMWBA certified subcontractors. | <p>Using a growth and development approach in an AMP Plan works best when there are little or no documented SOMWBA certified companies available to do business with the Commonwealth. This approach may be of particular value to the Commonwealth when an explicit outcome of the procurement is to begin to develop certified SOMWBA capacity within a specific geographic area or within a specific service type. Agencies should consider and plan for how growth and development information will be reported by the prime contractor (bidder) throughout the contract duration.</p> <p>A good example of this type of approach would be a procurement that requires bidders to either:</p> <ol style="list-style-type: none"> Show capacity development through measurable increases in the number of certified M/WBEs within a specified area or within an industry. Document steady and significant growth in the annual revenue of certified M/WBEs as a result of mentoring, subcontracting arrangements, joint ventures or other approaches. | PMTs or AMP Coordinators should rate the bidders' responses based on the commitments made in their AMP Plan. If growth and development activities are one of several AMP options required in the AMP Plan, the PMT should weight the criteria based on the desired result or best value. If the target is increased Commonwealth spending with certified M/WBEs immediately, then subcontracting commitment should be weighted more |

| AMP Component Option | Definition | Bidder Submission Should Include | Additional Information | Considerations for Evaluation |
|--|--|---|---|--|
| | | | Agencies may elect to encourage bidders to include those expenditures with M/WBEs which may not have been certified during the past two years if these M/WBEs are currently undergoing the SOMWBA certification process. Bidders would be required to submit documentation of this process and any assistance they have provided to their Minority- and Women-Owned businesses in achieving certification status. | heavily than growth and development. If, however, the goal is to develop and increase sustainable, long-term relationships and growth, then growth and development initiatives should receive the heaviest weighting. Additional weight should also be given to the responses that are proposing the greatest dollar commitment to certified M/WBEs through growth and development activities and to those responses that commit to at least one certified MBE and one certified WBE. |
| 3. Ancillary Service/Purchase Agreements with SOMWBA | Any use of a SOMWBA certified M/WBE with or without a written agreement. Ancillary | <ul style="list-style-type: none"> Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of | Using an ancillary approach in an AMP Plan works best where there are limited opportunities to directly subcontract a portion | PMTs or AMP Coordinators should rate the bidder's response based on |

| AMP Component Option | Definition | Bidder Submission Should Include | Additional Information | Considerations for Evaluation |
|----------------------|--|---|--|---|
| certified businesses | services are generally not directly related to the core services or commodity being delivered. As an example, a bidder providing counseling services who purchases office supplies or equipment maintenance from a SOMWBA certified company is an example of an ancillary agreement. | <p>SOMWBA certified M/WBE firms proposed within the AMP Plan.</p> <ul style="list-style-type: none"> • A description of each business relationship to be established, e.g., how the proposed relationship(s) will result in increased business and revenue to SOMWBA certified businesses. • The actual dollar amounts (benchmark), to be spent with each SOMWBA certified MBE and/or WBE firm during the life of the contract. | <p>of the services or commodities required under the contract but there is a sufficient pool of SOMWBA certified businesses to provide services or commodities that support the general operation of the bidder. This approach may be combined with other AMP options and may be used when the primary contractor (bidder) is looking for creative initiatives for use of certified vendors. Agencies should consider and plan for how ancillary agreement information will be reported by the prime contractor (bidder) throughout the contract duration.</p> <p>A good example of this approach is when a bidder wants to improve the local economy by building partnerships with certified vendors or a bidder wants to purchase goods and services from certified vendors in its local area that ultimately will increase Commonwealth vendor pools, capacity and community development.</p> | the commitments made in its AMP Plan. This item may help insure that the bidder's efforts are not focused primarily on one M/WBE and that maximum utilization is considered. A relatively small amount of the evaluation scoring may be appropriate here. |

| AMP Component Option | Definition | Bidder Submission Should Include | Additional Information | Considerations for Evaluation |
|----------------------|---|--|---|---|
| | | | | |
| 4. Past Performance | A bidder's expenditures with SOMWBA certified MBEs and/or WBEs within the past two years. | <ul style="list-style-type: none"> Names, addresses, phone numbers and contact persons of SOMWBA certified M/WBE firms with which the bidder has done business in the last 2 years. The actual dollar amounts spent with each MBE and/or WBE firm in the last 2 years (if applicable). | <p>Using past performance history may be an excellent indicator of a bidder's commitment to AMP objectives. PMTs or AMP Coordinators could rate the bidders based on past business with SOMWBA certified M/WBEs. This may help ensure the bidders take the time to provide accurate M/WBE expenditures with their proposal. This in turn provides the basis for a realistic benchmark.</p> <p>Agencies may elect to encourage bidders to include those expenditures with M/WBEs which may not have been certified during the past two years if these M/WBEs are currently undergoing the SOMWBA certification process. Bidders would be required to submit documentation of this process and any assistance they have</p> | A relatively small amount of the evaluation scoring may be appropriate here but there should be some positive weight given for past year commitments. |

| AMP Component Option | Definition | Bidder Submission Should Include | Additional Information | Considerations for Evaluation |
|--------------------------------|---|---|--|---|
| | | | provided their Minority- and Women-Owned business in achieving certification status. | |
| 5. Additional Incentives/Other | In addition, agencies are encouraged to include further incentives for bidders to commit to at least one SOMWBA certified MBE and at least one SOMWBA certified WBE in each AMP Plan. | <ul style="list-style-type: none"> • A description of bidder capacity or use of these M/WBEs should be included in the AMP Plan. • A description of the type of business relationship to be established, e.g. how the proposed relationship(s) will result in increased business opportunities and revenue to SOMWBA certified or eligible contractors. | Including this approach in an AMP Plan allows for creativity in the inclusion of at least one Minority-Owned and one Women-Owned business in the submission of an AMP Plan. This approach will also assist in ensuring equitable outreach by bidder to both types of certified businesses. | PMTs or AMP Coordinators should rate the bidder's response based on the commitments made in their AMP Plan. This item may help insure that the bidder's efforts are not focused primarily on only one certified vendor and that consideration is given to all possible partnerships. A relatively small amount of the evaluation scoring may be appropriate here. |

APPENDIX D

AFFIRMATIVE MARKET PROGRAM COORDINATOR JOB DESCRIPTION

AFFIRMATIVE MARKET PROGRAM COORDINATOR JOB DESCRIPTION

1. Develops and coordinates the agency's Affirmative Market Program (AMP) objectives pertaining to expenditures with Minority and Women Business Enterprises (M/WBE) in the areas of goods, services, construction and design; and monitors contract and procurement language in order to ensure effective operation and compliance with Executive Order 390. Initiates and follows through on any necessary remedial actions for compliance.
2. Establishes benchmark objectives for agency or department based on the average of the previous two years of M/WBE expenditures added to the projected annual increase.
3. Secures approval of fiscal benchmark objectives (targets) from the agency head, and coordinates with the chief financial officer on the distribution of the goals to the appropriate managers and staff.
4. Maintains a current list of ready and willing SOMWBA certified vendors available to contract with state entities. Distributes the list and immediately notifies appropriate managers and staff of any changes.
5. Regularly monitors the SOMWBA and Comm-PASS web pages for updates and instructs appropriate managers and staff on how to use these resources.
6. Provides resources, information and guidance to appropriate managers and staff regarding AMP mandates.
7. Maintains knowledge of current procurement language, regulations and procedures, including those issued by the Operational Services Division (OSD) relating to the Request for Response (RFR) process.
8. Provides regular written reports to upper management on AMP activity, highlighting year-to-date progress toward meeting or exceeding benchmark objectives.
9. Develops, oversees, and coordinates the data-gathering and data-analysis systems necessary to produce reports required by Executive Order 390.
10. Develops a department narrative for the AMP Secretariat Coordinator to be incorporated as part of the Secretariat Narrative and included in the AMP's Annual Report, including data that measures performance against stated goals and objectives.
11. Actively participates in all AMP related activities throughout the fiscal year including but not limited to monthly Coordinators' meetings.

CABINET SECRETARIAT COORDINATORS:

12. Supervises AMP Coordinators of agencies that fall under their Executive Office including the establishment of the structure and timing of regular written reports that measure the agencies' performance toward meeting established benchmark objectives.
13. Prepares the annual AMP narrative for the Executive Office that consolidates the narratives of the secretariat's agencies, and includes research and analysis evaluating each agency's performance based upon their benchmark achievement. Identifies secretariat wide barriers and makes recommendations to appropriate agency staff and AMP directors.

APPENDIX E

AFFIRMATIVE MARKET PROGRAM STATEWIDE COORDINATOR CONTACT LIST

**Affirmative Market Program
Statewide Coordinator
FY07 Contact List**

| OFFICE OF THE GOVERNOR | | | | | | |
|--|-----------------------------------|--------|----|-------|--------------------------|--|
| Office of the Governor | | | | | Tel | Email |
| Christopher Williams | State House, Room 106 | Boston | MA | 02133 | 617-725-4040 | Christopher.Williams@state.ma.us |
| EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE | | | | | | |
| Administrative Law Appeals | | | | | | |
| Brenda DiCesare | 133 Portland Street, 3rd Floor | Boston | MA | 02114 | 617-727-7060 | brenda.dicesare@state.ma.us |
| Appellate Tax Board | | | | | | |
| Pat Golson | 100 Cambridge Street, Suite 200, | Boston | MA | 02114 | 617-727-3100 x 40312 | pat.golson@state.ma.us |
| Bureau of State Office Buildings | | | | | | |
| Patrick S. Reed | State House, Room 1 | Boston | MA | 02133 | (617)727-1100 x 24131 | Patrick.Reed@state.ma.us |
| Civil Service Commission | | | | | | |
| Medes Diaz | One Ashburton Place, Room 503 | Boston | MA | 02108 | 617-727-2293 | Medes.Diaz@state.ma.us |
| Department of Revenue | | | | | | |
| Joe Bellofatto | 100 Cambridge Street, 6th Floor | Boston | MA | 02114 | 617-626-2808 | bellofatto@dor.state.ma.us |
| Maryellen Osborne | 100 Cambridge Street, 6th Floor | Boston | MA | 02114 | 617-626-2158 | osbornem@dor.state.ma.us |
| Disabled Persons Protection Commission | | | | | | |
| Audrey Drinan | 50 Ross Way | Quincy | MA | 02169 | 617-727-6465 | Audrey.Drinan@state.ma.us |
| Division of Capital Asset Management (DCAM) | | | | | | |
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| Ripton Rowe | One Ashburton Place, Rm. 1500 | Boston | MA | 02108 | 617-727-4050 | ripton.a.rowe@state.ma.us |
| James McClain | One Ashburton Place, Rm. 1500 | Boston | MA | 02108 | 617-727-4050 | james.mcclain@state.ma.us |
| Executive Office for Administration and Finance | | | | | | |
| Karen Dillard | State House, Room 272 | Boston | MA | 02133 | 617-727-2081 x35402 | Karen.Dillard@state.ma.us |
| George Fingold Library | | | | | | |
| Susan Edmonds | State House, Room 341 | Boston | MA | 02133 | 617-727-2592 | Susan.Edmonds@state.ma.us |
| Group Insurance Commission | | | | | | |
| Anne McKenzie | Hurley Building, 19 Staniford St. | Boston | MA | 02114 | 617-727-2310 x 7021 | Anne.Mckenzie@gic.state.ma.us |
| Human Resources Division | | | | | | |
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| Michael Chandrankunnel | One Ashburton Place, Room 301 | Boston | MA | 02108 | 617- 878-9849 | Michael.Chandrankunnel@hrd.state.ma.us |
| Information Technology Division | | | | | | |
| Annemarie Kates | One Ashburton Place, Room 801 | Boston | MA | 02108 | 617-626-4437 | Annemarie.kates@state.ma.us |

Massachusetts Developmental Disabilities Council

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Quincy

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Massachusetts Office on Disability

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Lauren Johnson

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Vibarrows@per.state.ma.us.

Caroline Carcia

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Teachers' Retirement Board

Richard Steele

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MA 02142

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(6877)

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MASSACHUSETTS COMMISSION AGAINST DISCRIMINATION**Massachusetts Commission Against Discrimination**

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Eileen Goldberg

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eileen.goldberg@state.ma.us

Department of Public Utilities

| | | | | | | |
|--|-----------------------------------|--------|----|-------|------------------------------|--|
| Karen Silk | One South Station Suite 2 | Boston | MA | 02110 | 617-305-3500 | karin.silk@massmail.state.ma.us |
| Division of Energy Resource | | | | | | |
| Chanthavy Sor | 10 Park Plaza, Room 5170 | Boston | MA | 02116 | 617-973-8782 617-727-4732 | Chanthavy.Sor@state.ma.us |
| Fuentes, Alexandra | 100 Cambridge St Suite 1020 | Boston | MA | 02114 | x40163 617-727-4732 | alexandra.fuentes@state.ma.us |
| Savery, Jane | 100 Cambridge St Suite 1020 | Boston | MA | 02114 | x40119 | jane.savery@state.ma.us |
| Environmental Protection (DEP) | | | | | | |
| YitLing Slayman | One Winter Street | Boston | MA | 02108 | 617-556-1178 | Yitling.Slayman@state.ma.us |
| Executive Office of Environmental Affairs | | | | | | |
| John McMillen | 100 Cambridge Street, 9th Floor | Boston | MA | 02114 | 617-626-1189 | John.McMillen@massmail.state.ma.us |
| Sandra Bachman | 100 Cambridge Street, 9th Floor | Boston | MA | 02114 | 617-626-1188 | Sandra.Bachman@massmail.state.ma.us |
| Audrey Monaco | 100 Cambridge Street, 9th Floor | Boston | MA | 02114 | 617-626-1084 | Audrey.Monaco@state.ma.us |
| State Reclamation Board | | | | | | |
| Alisha Bouchard | 251 Causeway Street, Suite 500 | Boston | MA | 02114 | 617-626-1715 | Alisha.Bouchard@massmail.state.ma.us |
| EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES | | | | | | |
| Department of Elder Affairs | | | | | Tel | Email |
| William Sheridan | One Ashburton Place, Rm. 517 | Boston | MA | 2108 | 617-222-7404 | William.Sheridan@state.ma.us |
| Department of Mental Health | | | | | | |
| Georgette Tanner | 600 Washington St., Rm 2031 | Boston | MA | 02114 | 617-348-5184 | Georgette.Tanner@ehs.state.ma.us |
| James Bergstrom | 25 Staniford Street | Boston | MA | 02114 | 617- 626-8033 | James.Bergstrom@ehs.state.ma.us |
| Department of Mental Retardation | | | | | | |
| Gerald Scott | 600 Washington Street, 2nd Floor | Boston | MA | 02118 | 617-624-7751 | Gerald.Scott@state.ma.us |
| Department of Public Health | | | | | | |
| Dennis Johnson | 600 Washington Street, 2nd Floor | Boston | MA | 02108 | 617-348-8424 | Dennis.Johnson@ehs.state.ma.us |
| Department of Social Services | | | | | | |
| Robert Scherer | 24 Farnsworth Street | Boston | MA | 02210 | 617-748-2093 | Rober.Scherer@massmail.state.ma.us |
| Cynthia Morey | 24 Farnsworth Street | Boston | MA | 02210 | 617-748-2073 | Cynthia.Morey@state.ma.us |
| Francis Kelley | 24 Farnsworth Street | Boston | MA | 02210 | 617-748-2077 | Francis.Kelley@state.ma.us |
| Department of Transitional Assistance | | | | | | |
| Rochelle Brunson | 600 Washington Street | Boston | MA | 02111 | 617-348-8432 | Rochelle.Brunson@state.ma.us |
| Department of Veterans' Services | | | | | | |
| David Moore | 600 Washington Street, Suite 1100 | Boston | MA | 02111 | 617-210-5906 | Dmoore@dvs.state.ma.us |
| Department of Youth Services | | | | | | |
| Merylle Chase | 27 Wormwood Street 4th floor | Boston | MA | 02210 | 617-727-7575 | Merylle.Chase@state.ma.us |
| Dan Woods | 27 Wormwood Street 4th floor | Boston | MA | 02210 | 617-727-7575 | Dan.Woods@state.ma.us |
| Division of Health Care Finance | | | | | | |
| Tim Flaherty | 2 Boylston St | Boston | MA | 02116 | 617-988-3107 | Tim.flaherty@state.ma.us |

Executive Office of Health and Human Services

| | | | | | | |
|-----------------|---------------------------------|--------|----|------|----------------|--|
| Josiah Emuoyibo | One Ashburton Place, 11th Floor | Boston | MA | 2108 | (617) 210-5062 | Josiah.Emuoyibo@massmail.state.ma.us |
| Laura Sullivan | One Ashburton Place, 11th Floor | Boston | MA | 2108 | 617-573-1632 | Laura.Sullivan2@massmail.state.ma.us |

Soldiers' Home in Holyoke

| | | | | | | |
|---------------|-------------------|---------|----|-------|---------------------|------------------------------------|
| Kathy Monahan | 110 Cherry Street | Holyoke | MA | 01040 | 413-532-9475 x 1132 | kathy.monahan@MassMail.state.ma.us |
|---------------|-------------------|---------|----|-------|---------------------|------------------------------------|

Massachusetts Commission for the Deaf and Hard of Hearing

| | | | | | | |
|--------------------|-------------------------------|--------|----|-------|--------------|--------------------------------|
| Jane Sokol Shulman | 150 Mt. Vernon St., Suite 550 | Boston | MA | 02125 | 617-740-1635 | jane.sokol.shulman@state.ma.us |
|--------------------|-------------------------------|--------|----|-------|--------------|--------------------------------|

Massachusetts Commission for the Blind

| | | | | | | |
|-------------------|----------------|--------|----|-------|--------------|---------------------------------|
| William Callaghan | 48 Boylston St | Boston | MA | 02116 | 617-626-7404 | William.J.Callaghan@state.ma.us |
|-------------------|----------------|--------|----|-------|--------------|---------------------------------|

Massachusetts Office for Refugees and Immigrants

| | | | | | | |
|---------------|----------------------------|--------|----|-------|--------------|---------------------------|
| Robin Carmona | 18 Tremont St., Suite 1020 | Boston | MA | 02108 | 617-727-7888 | robin.carmona@state.ma.us |
|---------------|----------------------------|--------|----|-------|--------------|---------------------------|

Massachusetts Rehabilitation Commission

| | | | | | | |
|-------------------|-------------------------------|--------|----|-------|--------------|-----------------------------------|
| Christopher Apitz | 27-43 Wormwood St., Suite 600 | Boston | MA | 02210 | 617-204-3633 | Christopher.Apitz@mrc.state.ma.us |
|-------------------|-------------------------------|--------|----|-------|--------------|-----------------------------------|

Soldiers' Home in Massachusetts

| | | | | | | |
|----------------|-----------------|---------|----|-------|----------------------|---------------------------|
| John S. Cronin | 91 Crest Avenue | Chelsea | MA | 02150 | 617-887-5660 ext 103 | john.s.cronin@state.ma.us |
|----------------|-----------------|---------|----|-------|----------------------|---------------------------|

EXECUTIVE OFFICE OF PUBLIC SAFETY & SECURITY**Chief Medical Examiner**

| | | | | | | |
|----------------|-------------------|--------|----|-------|--------------------|---------------------------|
| Mary Lou Lynch | 720 Albany Street | Boston | MA | 02118 | 617-267-6767, x226 | marylou.lynch@state.ma.us |
|----------------|-------------------|--------|----|-------|--------------------|---------------------------|

Criminal History System's Board

| | | | | | | |
|------------------|----------------------------------|---------|----|-------|--------------|--------------------------------|
| Michael St. Jean | 200 Arlington Street, Suite 2200 | Chelsea | MA | 02150 | 617-660-4669 | michael.stjean@chs.state.ma.us |
|------------------|----------------------------------|---------|----|-------|--------------|--------------------------------|

Department of Correction

| | | | | | | |
|--------------|-------------------------------|---------|----|-------|--------------|-------------------------|
| Sandra Genoa | Industries Drive, P.O.Box 946 | Norfolk | MA | 02056 | 508-850-7786 | smgenoa@doc.state.ma.us |
|--------------|-------------------------------|---------|----|-------|--------------|-------------------------|

Department of Fire Services

| | | | | | | |
|----------------|---------------------------|------|----|-------|--------------|----------------------------|
| Julie Connelly | State Road, P.O. Box 1025 | Stow | MA | 01775 | 978-567-3131 | Julie.Connelly@state.ma.us |
|----------------|---------------------------|------|----|-------|--------------|----------------------------|

Department of Public Safety

| | | | | | | |
|-------------|-------------------------------|--------|----|-------|--------------|--|
| Sean Nelson | One Ashburton Place, Rm. 1301 | Boston | MA | 02108 | 617-727-3200 | sean.nelson@massmail.state.ma.us |
| Joanne Shea | One Ashburton Place, Rm. 1302 | Boston | MA | 02109 | 617-727-3200 | Joanne.Shea@DPS.state.ma.us |

Department of State Police

| | | | | | | |
|------------------|--------------------|------------|----|-------|--------------|-----------------------------------|
| Debbie Broderick | 470 Worcester Road | Framingham | MA | 01702 | 508-820-2146 | Deborah.broderick@pol.state.ma.us |
| Cheri Lee | 470 Worcester Road | Framingham | MA | 01702 | 508-820-2148 | Cheri.Lee@pol.state.ma.us |

Executive Office of Public Safety & Security

| | | | | | | |
|-----------------|-------------------------------|--------|----|-------|--------------|---------------------------------|
| Diane Nocivelli | One Ashburton Place, Rm. 2133 | Boston | MA | 02108 | 617-727-7775 | Diane.Nocivelli@eps.state.ma.us |
|-----------------|-------------------------------|--------|----|-------|--------------|---------------------------------|

Massachusetts Emergency Management Agency

| | | | | | | |
|-------------|--------------------|------------|----|-------|--------------|-------------------------|
| Fay Stewart | 400 Worcester Road | Framingham | MA | 01702 | 508-820-2095 | Fay.Stewart@state.ma.us |
| Tina Urato | 400 Worcester Road | Framingham | MA | 01702 | 508-820-1423 | Tina.Urato@state.ma.us |

Merit Rating Board

| | | | | | | |
|--|-----------------------------|---------|----|-------|--------------|-------------------------------|
| Andrew Fanguiaire | 25 Newport Avenue Extension | Quincy | MA | 02171 | 617-351-9610 | andrew.fanguiaire@state.ma.us |
| Military Division | | | | | | |
| Rick Cappucci | 50 Maple Street | Milford | MA | 01757 | 508-233-6581 | enrico.cuppucci@state.ma.us |
| Municipal Police Training Committee | | | | | | |
| Kris Gottlander | 1380 Bay Street, Cottage B | Taunton | MA | 02780 | 508-821-2644 | Kris.Gottlander@state.ma.us |
| Parole Board | | | | | | |
| Rick Cappucci | 50 Maple Street | Milford | MA | 01757 | 508-233-6581 | enrico.cuppucci@state.ma.us |
| Sex Offender Registry Board | | | | | | |
| Rick Cappucci | 50 Maple Street | Milford | MA | 01757 | 508-233-6581 | enrico.cuppucci@state.ma.us |

EXECUTIVE OFFICE OF TRANSPORTATION AND PUBLIC WORKS+A95

| Executive Office | | | | | Tel | Email |
|---|-----------------------------|--------|----|-------|--------------|----------------------------------|
| Angela Rudikoff | 10 Park Plaza, Rm. 3170 | Boston | MA | 02116 | 617-973-7024 | Angela.Rudikoff@mhd.state.ma.us |
| Massachusetts Aeronautics Commission | | | | | | |
| Michael Thompson | 10 Park Plaza, Rm. 6620 | Boston | MA | 02116 | 617-973-8882 | Michael.Thompson@mac.state.ma.us |
| Massachusetts Highway Department | | | | | | |
| Charlene Carter | 10 Park Plaza, Rm. 3190 | Boston | MA | 02116 | 617-973-7827 | Charlene.Carter@mhd.state.ma.us |
| Angela H. Rudikoff | 10 Park Plaza, Rm. 3170 | Boston | MA | 02116 | 617-973-7024 | Angela.Rudikoff@mhd.state.ma.us |
| Registry of Motor Vehicles | | | | | | |
| Angela H. Rudikoff | One Copley Place, 4th Floor | Boston | MA | 02116 | 617-973-7024 | Angela.Rudikoff@mhd.state.ma.us |

MASSACHUSETTS TURNPIKE AUTHORITY

| | | | | | | |
|---|---------------------------------|--------|----|-------|--------------|--|
| Massachusetts Turnpike Authority | | | | | | |
| John Panagopoulos | 10 Park Plaza, Rm. 4160 | Boston | MA | 02116 | 617-248-2882 | John.Panagopoulos@masspike.com |
| John Panagopoulos - Second Address | 185 Kneeland Street - 7th Floor | Boston | MA | 02114 | 617-342-4510 | japanago@bigdig.com |

EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

| | | | | | | |
|--|--------------------------------|--------|----|-------|-------------------|--|
| Executive Office of Labor and Workforce Development | | | | | | |
| Paula Cucinotta | One Ashburton Place, Room 2112 | Boston | MA | 02108 | 617-626-7109 | paula.cucinotta@massmail.state.ma.us |
| Division of Industrial Accidents | | | | | | |
| Diane Lentini | 600 Washington St., 7th Floor | Boston | MA | 02111 | 617-727-4900 x359 | dianel@dia.state.ma.us |
| Div. of Occupational Safety, Department of Labor | | | | | | |
| Patricia Washington | 19 Staniford Street | Boston | MA | 02114 | 617- 626-6956 | Patricia.Washington@state.ma.us |
| Department of Workforce Development, Divisions of Career Services, Unemployment Assistance, and Apprenticeship Training | | | | | | |
| Robert A. Murphy | 19 Staniford Street, 5th Floor | Boston | MA | 02114 | 617-626-5910 | rmurphy1@detma.org |
| Labor Relations Commission (includes Board of Conciliation and Arbitration and Joint Labor Management Committee) | | | | | | |
| Mary Cappadona | 19 Staniford Street | Boston | MA | 02114 | (617) 626-7132 | Mary.Cappadona@state.ma.us |

EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT

Department of Business and Technology

| | | | | | | |
|-------------|---------------------------|--------|----|-------|--------------|-------------------------|
| Diana Jeong | 10 Park Plaza, Suite 3730 | Boston | MA | 02216 | 617-973-8565 | Diana.Jeong@state.ma.us |
|-------------|---------------------------|--------|----|-------|--------------|-------------------------|

Department of Housing and Community Development

| | | | | | | |
|------------------|---------------------------------|--------|----|-------|--------------|--------------------------------|
| Candace Tempesta | 100 Cambridge Street, Suite 300 | Boston | MA | 02114 | 617-573-1507 | Candy.Tempesta@ocd.state.ma.us |
|------------------|---------------------------------|--------|----|-------|--------------|--------------------------------|

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|-----------------|---------------------------------|--------|----|-------|--------------|-----------------------------|
| Jennifer Maddox | 100 Cambridge Street, Suite 300 | Boston | MA | 02114 | 617-573-1252 | Jennifer.Maddox@state.ma.us |
|-----------------|---------------------------------|--------|----|-------|--------------|-----------------------------|

Department of Telecommunications and Energy

| | | | | | | |
|-----------------|---------------------------|--------|----|-------|--------------|--|
| Margaret Mokoro | 10 Park Plaza, Suite 5170 | Boston | MA | 02116 | 617-973-8783 | Margaret.Mokoro@state.ma.us |
|-----------------|---------------------------|--------|----|-------|--------------|--|

Division of Banks

| | | | | | | |
|-----------------|-------------------------|--------|----|-------|--------------|--|
| Margaret Mokoro | 10 Park Plaza, Rm. 5170 | Boston | MA | 02116 | 617-973-8783 | Margaret.Mokoro@state.ma.us |
|-----------------|-------------------------|--------|----|-------|--------------|--|

Division of Insurance

| | | | | | | |
|-----------------|-------------------------|--------|----|-------|--------------|--|
| Margaret Mokoro | 10 Park Plaza, Rm. 5170 | Boston | MA | 02116 | 617-973-8783 | Margaret.Mokoro@state.ma.us |
|-----------------|-------------------------|--------|----|-------|--------------|--|

Division of Professional Licensure

| | | | | | | |
|----------------|-------------------------|--------|----|-------|--------------|--|
| Magaret Mokoro | 10 Park Plaza, Rm. 5170 | Boston | MA | 02116 | 617-973-8783 | Margaret.Mokoro@state.ma.us |
|----------------|-------------------------|--------|----|-------|--------------|--|

Division of Standards

| | | | | | | |
|-----------------|-------------------------|--------|----|-------|--------------|--|
| Margaret Mokoro | 10 Park Plaza, Rm. 5170 | Boston | MA | 02116 | 617-973-8783 | Margaret.Mokoro@state.ma.us |
|-----------------|-------------------------|--------|----|-------|--------------|--|

Executive Office of Housing and Economic Development

| | | | | | | |
|-------------|---------------------------|--------|----|-------|--------------|-------------------------|
| Diana Jeong | 10 Park Plaza, Suite 3730 | Boston | MA | 02216 | 617-973-8565 | Diana.Jeong@state.ma.us |
|-------------|---------------------------|--------|----|-------|--------------|-------------------------|

Office of Consumer Affairs and Business Regulations

| | | | | | | |
|-----------------|-------------------------|--------|----|-------|--------------|--|
| Margaret Mokoro | 10 Park Plaza, Rm. 5170 | Boston | MA | 02116 | 617-973-8783 | Margaret.Mokoro@state.ma.us |
|-----------------|-------------------------|--------|----|-------|--------------|--|

State Racing Commission

| | | | | | | |
|-----------------|-------------------------|--------|----|-------|--------------|--|
| Margaret Mokoro | 10 Park Plaza, Rm. 5170 | Boston | MA | 02116 | 617-973-8783 | Margaret.Mokoro@state.ma.us |
|-----------------|-------------------------|--------|----|-------|--------------|--|

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|-----------------|-------------------------------|--------|----|-------|--------------|---------------------------------|
| Richard Mudarri | One Ashburton Place, Rm. 1313 | Boston | MA | 02108 | 617-727-2581 | Richard.Mudarri@suf.state.ma.us |
|-----------------|-------------------------------|--------|----|-------|--------------|---------------------------------|

DEPARTMENT OF EDUCATION

Department of Education

| | | | | | | |
|----------------|-----------------|--------|----|-------|--------------|--|
| Mary-Anne Siok | 350 Main Street | Malden | MA | 02148 | 781-338-6505 | msiok@doe.state.ma.us |
|----------------|-----------------|--------|----|-------|--------------|--|

| | | | | | | |
|--------------|-----------------|--------|----|-------|--------------|--|
| Rachel Trant | 350 Main Street | Malden | MA | 02148 | 781-338-6505 | rtrant@doe.state.ma.us |
|--------------|-----------------|--------|----|-------|--------------|--|

BOARD OF EARLY EDUCATION AND CARE

Department of Early Education and Care

| | | | | | | |
|----------------|-------------------|--------|----|-------|--------------|--|
| Kevin Sullivan | 51 Sleeper Street | Boston | MA | 02210 | 617-988-6606 | Kevin.Sullivan@massmail.state.ma.us |
|----------------|-------------------|--------|----|-------|--------------|--|

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|---------------|-------------------|--------|----|-------|--------------|------------------------------------|
| Loida Marquez | 51 Sleeper Street | Boston | MA | 02210 | 617-988-2443 | loida.marrero@massmail.state.ma.us |
|---------------|-------------------|--------|----|-------|--------------|------------------------------------|

MASSHOUSING

MassHousing

| | | | | | | |
|---------------|-------------------------------|--------|----|-------|--------------|--|
| Bernard Brown | One Beacon Street, 27th Floor | Boston | MA | 02108 | 617-854-1818 | bbrown@masshousing.com |
|---------------|-------------------------------|--------|----|-------|--------------|--|

